



SwissLife

Principles of collaboration at the Swiss Life Group

*We support our customers
to face their future with
confidence.*

This claim of consistent customer orientation is based on the ethical principles of team spirit, fairness, trust and mutual respect. With their know-how and dedication, all employees participate in the profits and success of Swiss Life. The work policy describes and defines the expectations of our current and future employees and managers. The principles of our collaboration are mirrored in the recruiting process as well as the employment relationship. The practices derived from the principles are set out in the guidelines, regulations and implementing ordinances of the Swiss Life Group.

Recruitment, promotion and talent development

We recruit employees whose skills and potential match the requirements of the job and who can identify with our corporate culture. We aim to give centre stage to the individual personal and professional development of our employees and the maintenance of their labour market skills. During the annual performance appraisal the line manager and employee discuss the next development steps on the basis of the employee's professional and personal skills and potential for development. Implementation complies with local customs and statutory provisions. Employees with potential are supported and developed in talent promotion programmes.

Compensation

Our compensation policy has been designed to retain well-qualified employees and gain new, highly skilled staff. Our individual compensation packages are therefore independent of age, length of service and gender and rewards the professional skills, engagement and personal performance of the employees. Our compensation system is in line with the local market and takes account of local regulatory conditions.

Performance and communication

We are convinced that open and honest communication is the key to successfully providing our services and thus achieving our objectives. All employees are expected to mention their opinions and ideas to their line managers and colleagues and to discuss these. The open dialogue is not just evident during our everyday business activities, but is also very important for the annual performance appraisal when the line manager and employee discuss the results that were attained and the potential for improvement that remains and derive suitable measures.

Diversity and inclusion

Diversity and inclusion are part and parcel of the DNA of the Swiss Life Group. Supported by our ethical principles and values, we see the interaction of different cultures, languages and ideas as one of our strengths. For us, equality of opportunity means open and unbiased collaboration independent of ethnic origin, nationality, gender, sexual orientation, religion, age or disability.

4 *Employment Policy*



Cooperation

All employees respect and follow the values, principles and regulations of Swiss Life. We are all committed to our company, conduct ourselves in accordance with ethical and legal principles and interact with colleagues, line managers and business partners with trust and respect. We carry out our tasks with honesty, integrity and professionalism, thus laying the foundations for the good reputation of our company. We act in accordance with our Code of Conduct, the regulations and implementing provisions as well as local legislation.

Management

Our managers communicate openly and honestly, thereby serving as an example and creating a climate of trust. With clearly defined targets and sufficient leeway for decisions and regular feedback, they inspire their employees and teams to make an above-average engagement to Swiss Life. They create opportunities for development, either on or off the job, and identify career prospects. For our managers, management also means accepting change and helping employees cope with change.

Social partnership

The open dialogue between employee representatives and management promotes an atmosphere in which the corporate strategy can be successfully implemented.

Swiss Life has had a European Works Council since 1996 (Art. 13 of Council Directive 94/45/EC of the European Parliament and of the Council), known as the Europa Forum. Employee representatives and the Group Executive Board regularly exchange ideas and experiences and discuss labour, social, strategic and economic topics that affect the whole Group.

The social partnership is based on an agreement of unlimited duration valid from 1 January 2012. This agreement also takes account of the latest European Directive 2009/38 of 6 May 2009. The social partnerships in the countries and units have been set up in compliance with local guidelines and legislation.

