



AIA GROUP LIMITED SUSTAINABILITY REPORT 2025
SUBSECTION REPORT

PEOPLE & CULTURE



SUMMARY OF PROGRESS

People & Culture



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Our people make it possible for us to fulfil our Purpose every day. When we invest in their growth, engagement and well-being, we build the capabilities and culture needed to stay resilient and continue supporting Healthier, Longer, Better Lives across our region.

Cara Ang
Group Chief Human Resources Officer

People & Culture is one of AIA’s five sustainability strategic pillars. This pillar empowers our people to succeed through fostering a learning environment, ensuring equitable and fair processes for employment and progression, and nurturing a diverse, inclusive and supportive culture.

People & Culture priorities

- 1 Supporting development and career progression
- 2 Accelerating progress in diversity and inclusion
- 3 Strengthening risk awareness
- 4 Enriching and rewarding opportunities for all

Our people are central to delivering our Purpose of helping millions across Asia live Healthier, Longer, Better Lives. Across markets, our employees and agency force draw on their diverse backgrounds and experiences to support customers and communities. This diversity strengthens our culture, fosters innovation and inclusivity, and enhances our ability to respond to evolving needs across the region.

Our people strategy focuses on nurturing a strong and unifying culture, building a future-ready organisation and supporting employees to reach their full potential. These priorities reinforce AIA’s ability to attract and retain talent, contributing to continued recognition as a preferred employer across the region.

AIA’s culture is anchored in our Purpose, our Operating Philosophy, the AIA Essentials of Clarity, Courage and Humanity, and a model of empowerment within a clear framework. Together, these principles guide how we work, make decisions, collaborate and take accountability across markets.

We invest in development to help our people grow and contribute to AIA’s long-term success. Leadership programmes delivered through the AIA Leadership Centre in Bangkok prepare both senior and emerging leaders. SPARK, one of our flagship leadership programmes, was recognised by the Association for Talent Development with a ‘2025 Excellence in Practice Award’. More than 70% of leadership appointments were filled internally, reflecting the strength of our talent pipeline. New learning initiatives, including GenAI Learning Pathways and Healthcare for leaders, equip employees with capabilities aligned to AIA’s business priorities. As part of our Premier Agency Strategy, we are using innovative ways to upskill our agency force, including Role Play — a generative AI-powered training solution that uses virtual customer simulations to upskill learners in real world scenarios.

We continue to build an inclusive and engaging workplace where people feel valued and supported. Our workforce includes over 57% women, 69 nationalities and 74% Gen Y and Gen Z. In the annual Gallup Q12 survey, AIA ranked in the top-quartile for the ninth consecutive year. Our commitment to shaping an empowering workplace has been recognised with the Gallup Exceptional Workplace Award for the fourth consecutive year and AIA’s top ranking on the ‘Top Workplaces in APAC’ list by Best Places to Work for the second consecutive year.

Wellbeing@AIA supports employees to build resilience across physical, mental, social and financial dimensions. This includes Me@AIA, our mental resilience programme that provides energy management tools, strengthens team psychological safety and supports managers in building inclusive environments. AIA’s workplace mental health management and disclosure was recognised with a ‘Tier 3’ rating in the ‘2025 CCLA Corporate Mental Health Benchmark Global 100+’ report.

SUMMARY OF PROGRESS

At AIA, our people are central to our continued ability to deliver on our Purpose to help millions of people across Asia live Healthier, Longer, Better Lives.¹ Our employees and agency force represent different geographies and communities, enriching our social fabric, strengthening the culture of our business and enabling us to create value for our stakeholders.

Nurturing our culture, building a future-ready workforce and supporting our people so that they can achieve their potential are key priorities of our people strategy. Our commitment to these priorities enables us to attract, retain and develop outstanding people, with market recognition of AIA as a preferred employer across the region.

Nurturing our culture

We continually nurture, promote and protect our culture — the way we work — because it brings us together, connects our people to our shared Purpose and guides each of our actions, regardless of where we are and what we do. Our culture is a shared foundation that aligns employees across markets and supports consistent execution on our priorities as the business continues to grow in scale and complexity.

Our culture is anchored in our Purpose, a clear point of reference for the work we do, and it informs the decisions and actions that our people make. It reinforces our commitment to supporting the well-being of customers, communities and colleagues.

Our Operating Philosophy of “Doing the Right Thing, in the Right Way, with the Right People... and the Right Results will come” guides decision-making across the Group. We believe that prioritising what is right will

support sustainable long-term outcomes for those we serve — our customers, the communities we operate in and our shareholders.

The AIA Essentials of Clarity, Courage and Humanity set out expected behaviours for everyone, with a focus on prioritisation, accountability, effective execution and collaboration.

AIA operates through a model of empowerment within a framework. Leaders in the markets are empowered to make locally relevant decisions, subject to Group governance frameworks, strategy, standards and risk parameters. Employees feel a personal stake in our collective success, making decisions and taking initiative within parameters, guidelines and authority limits that continually improve how we operate.

Together, the four principles that underpin our culture create an engaging environment where our employees not only deliver their best every day but continually strive to deliver better. This pursuit for continual improvement is captured in our people proposition of *Believe in Better*.

1. As at 31 December 2025, AIA had a total of 25,981 employees, which includes full-time and part-time employees as well as employees on fixed-term contracts, and excludes interns, agents of the Group, employees of MediCard Philippines, Inc. (MediCard), Amplify Health Asia Pte. Limited (Amplify Health), The New Medical Center Limited (New Medical Center), AcuScan Advanced Imaging Hong Kong Limited (AcuScan), our joint venture Tata AIA Life, and our associate China Post Life. All figures related to the number of employees in this report exclude MediCard, Amplify Health, New Medical Center, AcuScan, our joint venture Tata AIA Life, and our associate China Post Life. Including MediCard, Amplify Health, New Medical Center, and AcuScan, AIA had a total of 27,524 employees.



Supporting Development and Career Progression

This priority fosters a learning culture that supports the development of our people.

Building future leaders

Our leaders play a key role in shaping our culture and sustaining employee engagement. AIA is committed to developing strong internal leadership capability and providing ample opportunities for our people to grow and support sustainable business growth.

Leadership development

We deliver leadership programmes through the AIA Leadership Centre (ALC), our world-class learning facility in Bangkok, Thailand. We partner with world-renowned business schools and consulting firms to develop tailored programmes for AIA's senior leaders, top distribution and agency leaders, and executives from our key partners. These programmes are designed to support leaders to deliver on our strategic priorities and empower them to meet our commitments to our customers and the communities in which we operate.

Our suite of leadership programmes strengthens our talent pipeline by supporting the development of future senior leaders as well as current and aspiring leaders in our business units and senior Group Office leadership roles.

We regularly review and update the programmes to address emerging leadership demands and business priorities.

In 2025, AIA was recognised by the Association for Talent Development, a leading global authority in talent development, with a '2025 Excellence in Practice Award' for SPARK, one of the Group's flagship leadership programmes.

Succession and organisation planning

Our annual Group Organisation and People Review supports forward-looking succession planning by identifying and preparing successors for all key leadership roles. In 2025, more than 70% of our leadership appointments were filled by internal leaders, reflecting our commitment to nurturing talent from within.

We also continue to broaden diversity within AIA's leadership team. This includes attracting top leadership talent from different backgrounds, with the skills needed to shape and drive our future organisation.

Building a future-ready workforce

In both established and emerging business areas, we are focused on building our workforce's capabilities and helping our people reach their potential. This includes investing in capability development, reskilling and upskilling programmes, and attracting talent with specialised skills aligned to strategic priorities.

These initiatives support the Group's business strategy, including transformation in technology, digital and analytics (TDA) and adoption of generative artificial intelligence (GenAI). We also continue to build capabilities to advance the Group's Integrated Healthcare Strategy with healthcare learning programmes to upskill our current leaders and employees.

Learning and development

Our learning culture supports our people in their current roles and as they grow and progress within AIA.

Our focus on learning is a key part of our ambition to ensure that our people can upskill, reskill, work more flexibly, and adapt to the changing world of work. Our holistic learning approach empowers our people to learn new knowledge and skills, including through on-the-job experiences, mobility, collaborative projects, in-person and virtual lessons, digital self-learning, mentoring and coaching.

Career mobility and assignments in different business units or functions provide new and valuable learning opportunities for employees while also building connections across the Group. These assignments provide opportunities to learn new skills and help develop our people's personal AIA networks.

We continuously review emerging industry skills, design programmes to meet these needs and improve them using employee feedback. Our people also complete regular mandatory training in technical, governance

and conduct-related topics. We have launched new learning programmes and enhanced existing programmes to develop new capabilities, nurture talent and upskill employees in core lines of business across the Group, including:

- GenAI Learning Pathways provide AIA employees with a practical understanding of GenAI. This structured digital learning programme builds on the Responsible Use of AI module that was introduced to all employees at the beginning of the year and provides a step-by-step approach to build confidence and capability in using GenAI in day-to-day work responsibilities across different roles. Within the first 60 days of launch, over 3,000 employees enrolled in the learning pathways.
- Healthcare for leaders equips senior AIA leaders to provide better healthcare solutions by helping them recognise commercial and customer opportunities within AIA's Integrated Healthcare Strategy and strengthen key capabilities focused on healthcare execution and management. Over 75% of leaders in our core healthcare markets have completed the programme, and more business unit-localised healthcare programmes will be planned for 2026.

The AIA Learning Hub continues to support self-directed learning through an extensive catalogue of digital courses that are accessible across all business units. We continue to see year-on-year increases in the adoption of digital learning.

Employee coaching and internships

Employee coaching helps our people improve their skills and confidence in their roles at AIA. As a valuable tool for building our skills and capabilities, employee coaching is included in our leadership programmes. To this end, we also encourage our employees to expand their networks, seek guidance and foster communications across different departments and seniorities.

We also recognise the value of internships and our business unit internship programmes provide interns with first-hand career experience with AIA and the opportunity to learn critical skills in a high-performing, customer-focused environment. These programmes also enable us to identify future talent to join our business.

Employee engagement

We believe that a collaborative and inclusive workplace with high levels of employee engagement boosts performance, well-being, loyalty and long-term business success. Each year, AIA monitors engagement across our business units and functions through the Gallup Q12 Employee Engagement Survey. Our 2025 survey was completed by 98% of employees and the Group's employee engagement scores placed AIA in the 92nd percentile of Gallup's global finance and insurance industry benchmark.

Survey results are reviewed by leaders, managers and employees at team, function and business unit levels. This informs employee-facing strategies that help maintain and enhance our strong levels of engagement so we can support a resilient and sustainable business. This continued attention to act on survey results and feedback has helped AIA's employee engagement levels

remain in the top quartile of this benchmark for the ninth consecutive year, and in the top 10th percentile for five consecutive years.

In 2025, we were again recognised for our strong employee engagement and performance-oriented culture with the Group receiving the Gallup Exceptional Workplace Award for the fourth consecutive year.

Our employee turnover¹ rate was 9.0% in 2025. We continue to focus on employee conversations and tangible actions, alongside our other people initiatives, to create a work environment that attracts, rewards, and consequently retains talent.



1. Excludes employees on fixed-term contracts, interns, agents of the Group, involuntary turnover, and employees of MediCard Philippines, Inc., Amplify Health Asia Pte. Limited, The New Medical Center Limited, AcuScan Advanced Imaging Hong Kong Limited, our joint venture Tata AIA Life, and our associate China Post Life.

Employee Turnover

By Gender



8.6%
Women



9.5%
Men

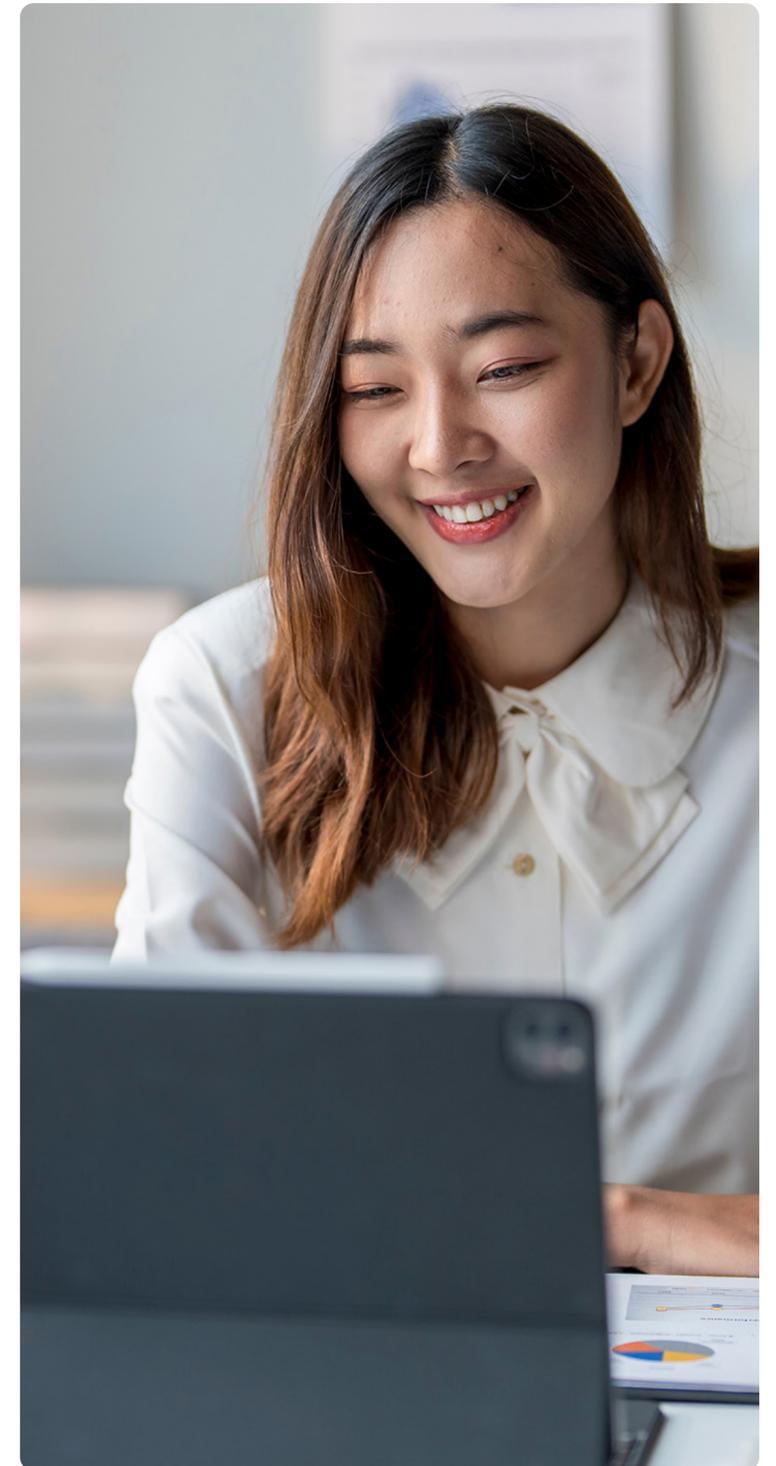
By Age Group



Recognised as an Employer of Choice

Our continued focus on our people has resulted in local and global accolades in 2025, including:

- AIA received the 'Gallup Exceptional Workplace Award' and a 'Tier 3' rating in the '2025 CCLA Corporate Mental Health Benchmark Global 100+'. The Group was also recognised with the '2025 Best Use of Equity in an Emerging Market' award for companies with 25,000 to 100,000 employees by the Global Equity Organization, a '2025 Excellence in Practice Award' from the Association for Talent Development, and inclusion on the 'Best Workplaces in Asia 2025' and 'Fortune 100 Best Companies to Work For Southeast Asia 2025' lists by Great Place To Work. In addition, AIA was ranked first on the 'Top Workplaces in APAC 2025' list by Best Places to Work for the second consecutive year.
- AIA China received 'Top Employer' certification from the Top Employers Institute and was recognised in Aon's '2025 China's Best ESG Employers' list, receiving special awards for 'Best DE&I Practice' and 'Benchmark Resilience Organization'.
- AIA Hong Kong was recognised with 'Best Companies to Work for in Asia 2025', 'Diversity, Equity and Inclusion Awards 2025', 'Sustainable Workplace Awards 2025', and 'Tech Empowerment Awards 2025' by HR Asia, received 'Employer of the Year' and the 'Grand Award of PEOPLE' from Jobsdb, and was recognised on the 'Best Workplaces in Greater China 2025' list by Great Place To Work.
- AIA Malaysia received 'Gold' for 'Excellence in Corporate Wellness' from Human Resources Online, was recognised in 'Malaysia's 100 Leading Graduate Employers 2025' by gradmalaysia, received the 'Graduates' Choice Award' from Talentbank, and was certified as a 'Best Place to Work' by Best Places to Work.
- AIA Singapore was recognised as one of 'Singapore's Best Employers 2025' by The Straits Times and certified a 'Great Place To Work' from Great Place To Work.
- AIA Thailand was ranked first on the 'Top Workplaces in Thailand 2025' list by Best Places to Work, recognised in 'Best Companies to Work for in Asia 2025' by HR Asia, and awarded 'Excellence' at the Thai Mind Awards.
- AIA Vietnam was certified as a 'Great Place To Work' from Great Place To Work and was recognised by HR Asia in 'Best Companies to Work for in Asia 2025' and 'Most Caring Company Awards 2025'.
- AIA Indonesia received 'Great Place To Work' certification from Great Place To Work and awards for 'Wellbeing Management' and 'Learning & Development' in Indonesia HR Excellence 2025 from SWA Media.
- AIA Philippines received 'Great Place To Work' certification from Great Place To Work, and 'Best Place to Work' certification from Best Places to Work, and was recognised by HR Asia in 'Best Companies to Work for in Asia 2025', 'Diversity, Equity and Inclusion Awards 2025', 'Sustainable Workplace Awards 2025' and 'Tech Empowerment Awards 2025'. The company also received the 'Employee Engagement Initiative of the Year — Philippines' award from Insurance Asia and 'Philippines Health and Wellness Initiative of the Year — Life Insurance' from The Asian Business Review.
- AIA Cambodia was recognised in 'Best Companies to Work for in Asia 2025', 'Diversity, Equity and Inclusion Awards 2025', and 'Sustainable Workplace Awards 2025' by HR Asia.
- AIA Myanmar received 'Great Place To Work' certification from Great Place To Work and was recognised in the 'Best Companies to Work for in Myanmar Awards' from JobNet Group.
- AIA New Zealand received 'Accessibility Tick Accreditation' from the New Zealand Disability Employers' Network and 'Gender Tick Accreditation' from the Gender at Work Community.
- AIA Sri Lanka received 'EDGE Assess' certification from the EDGE Certified Foundation. Great Place To Work also recognised it in 'Best Workplaces in Sri Lanka 2025', 'Best Places for Young Talent in Sri Lanka 2025', 'Best Workplaces for Women in Sri Lanka 2025', 'Excellence in 'Maximizing Human Potential 2025' and 'Great Place To Work' certification.
- AIA Taiwan was recognised with 'Best Companies to Work for in Asia 2025' and 'Tech Empowerment Awards 2025' by HR Asia and received the 'Healthy Workplace Benchmark Award — Gold Award' from the Ministry of Health and Welfare.
- AIA Operations Shared Services was recognised on the 'Malaysia's 100 Leading Graduate Employers 2025' list by gradmalaysia.
- AIA Digital+ China was recognised with the 'Belonging Award' from the Employer Branding Institute.
- AIA Digital+ Malaysia was newly recognised in 'Best Companies to Work for in Asia 2025', 'Sustainable Workplace Awards 2025', and 'Tech Empowerment Awards 2025' by HR Asia.





CASE STUDY

Agency Learning and Development

Agency learning and development

AIA's comprehensive Premier Agency Strategy is designed to attract, retain, engage and develop best-in-class agents across our network. This strategy outlines our innovative approach to recruitment, learning and development and enables us to tailor solutions to our customers' needs.

AI Role Play

We continue to seek innovative ways to upskill agents and leaders. For example, Role Play — a generative AI-powered training solution — uses cutting-edge technology to deliver immersive, scenario-based simulations and personalised learning experiences. This allows agents to practise real conversations with virtual customers by selecting the scenario, customer profile (such as gender, income or marital status) and difficulty level, engaging with an AI-generated customer, and then receiving a score.

As a scalable online service, Role Play is easily shared and integrated across teams and markets, accelerating skill development and strengthening our foundation for AI-driven learning.

The solution has been launched in AIA China, AIA Malaysia, AIA Singapore and AIA Thailand. AIA Hong Kong, AIA Philippines and AIA Indonesia plan to go live in 2026.

Integrated Healthcare Strategy training

AIA's Integrated Healthcare Strategy (IHS) aims to make healthcare more accessible, affordable and effective by connecting personalised insurance solutions with quality healthcare delivery.

This ambition is especially important in Hong Kong, where the healthcare market is highly fragmented, with more than 7,000 private doctors and limited pricing visibility. Medical inflation in Hong Kong remained high in 2025 and premium adjustments for medical products exceeded 15%.

Against this backdrop, AIA Hong Kong needed to strengthen agents' confidence and capability in discussing products and guiding customers toward suitable healthcare options. Customers rely heavily on agents, with over 80% seeking advice during health events. With a 16,000-strong agency force, building knowledge and trust is a real priority.

To address these challenges, AIA Hong Kong launched a programme to equip agents with the skills needed to deliver the IHS effectively. Agents gained access to improved tools, including a better doctor-booking hotline, priority appointments and a new network dashboard. Regular e-learning, health operations training and thematic workshops, along with real claims stories and a virtual session on medical inflation, further deepened agents' practical understanding. They also visited partner hospitals and

clinics to better understand provider networks and more confidently recommend healthcare pathways.

This integrated approach delivered strong results: a 7.5% uplift in agency network utilisation by claims value and a 5.5% uplift by claims volume. By empowering agents with the right knowledge, tools and support, AIA Hong Kong is strengthening customer guidance and advancing our long-term, sustainable healthcare strategy.

Driving critical illness adoption through training and collaboration

AIA Malaysia is committed to strengthening financial protection for its customers, particularly in critical illness (CI) coverage. As of December 2024, AIA Malaysia served 2.86 million customers, yet 62% did not have CI protection. Recognising this gap, they set out to build the most professional, productive and profitable agency force in the country in 2025 to guide customers toward better protection.

CI protection helps retain customers by meeting evolving needs. It aligns with AIA's vision of ensuring every customer has the right combination of coverage. To advance this, AIA Malaysia set clear objectives, including increasing active CI sellers and active CI agents by 15% and raising the average CI sum assured by 10%.

Several barriers stood in the way. Many customers believe that having medical and hospitalisation coverage alone is sufficient, while others perceive CI coverage as expensive. Some agents felt uncertain about how to explain the 75 covered conditions and demonstrate the value of CI protection.

To overcome these challenges, AIA Malaysia introduced a multi-channel training approach. A board game simulating a patient's journey helped agents understand the emotional and financial realities of illness, with different profiles and scenarios highlighting CI's importance. This not only improved confidence but contributed to a 28% increase in CI policies captured.

Digital innovation also played a role. Agents gained access to Tanya, a generative AI-powered product expert offering instant comparisons and 24/7 guidance, as well as an interactive CI encyclopedia that visualises 75 separate illnesses. A video series further demonstrated how insurance supports customers at different life stages. These efforts were supported by close collaboration with industry experts and internal stakeholders, creating a cohesive learning ecosystem.

The result? A 28.8% year-to-date increase in average CI sum assured, 73% growth in standalone CI sales and a 6.9% rise in CI Value of New Business (VONB) per active agent.

Accelerating Progress in Diversity and Inclusion

This priority promotes workplace diversity and advances our culture of innovation and inclusion.

When we bring people together from a range of backgrounds, we succeed in delivering our Purpose as one team. AIA fosters an inclusive workplace that welcomes and celebrates differences and encourages open and constructive dialogues. Across our markets, we actively encourage and seek out diverse perspectives because we believe that this leads to greater innovation, better decision-making, increased adaptability and improved problem solving.

Our commitment to an inclusive workplace is reflected in the AIA Group Diversity, Equity, Inclusion, and Belonging Standard. All new employees are required to complete training on AIA's Code of Conduct, which includes our approach to inclusion and non-discrimination. Our Employee Conduct Standard and training on unconscious bias and anti-harassment outline these expectations for all employees as well as appropriate standards of workplace conduct and professionalism, and channels for escalation.

AIA is committed to providing a work environment free of bullying and harassment, and we work hard to create an inclusive workplace that values and embraces individuals from all backgrounds. We do not discriminate on the basis of race, religion, gender, nationality, age, disability, military service, marital status or sexual orientation.

Our efforts mean people of all genders, backgrounds and experiences are drawn to work for AIA, and we have

been recognised as an employer of choice across the region. As at 31 December 2025, women represented 57.2% of our employee population, and 42.1% of our senior leaders across the Group were women.

Cultural and national diversity enriches our social fabric with 69 nationalities represented across AIA as at 31 December 2025. We recognise the importance of understanding different generational needs, and our people policies and practices enable us to create an inclusive workplace for all age groups.

We continue to foster an inclusive and engaging workplace through locally-led employee networks in the markets, providing our people with a platform to come together to share, learn and support each other. 11 markets have women's networks, and 9 markets have employee networks for other diversity segments. This year, we held various initiatives at the Group level and across our local markets to raise employee awareness about diversity, equity, inclusion and belonging. We celebrated international days for women and LGBT+ and marked our first Group Inclusion Month focused on generational diversity.

Diverse perspectives are important to effective governance and decision-making. Having diverse perspectives on our Board through a range of nationalities and backgrounds reflects our different communities and improves our governance and decision-making processes.



Employee Demographics

Employee Breakdown By Gender



57.2% Women

42.7% Men

Women In Management Overall (Middle Management + Senior Leaders)



49.3% Women

50.7% Men

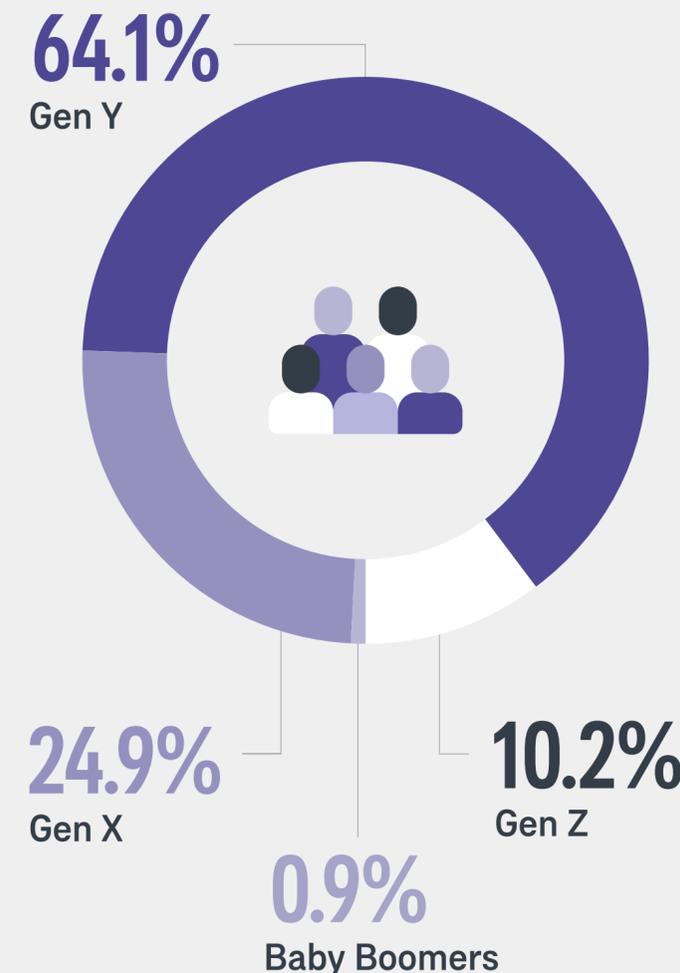
Women Middle Management



Women Senior Leaders



Employee Breakdown By Generation

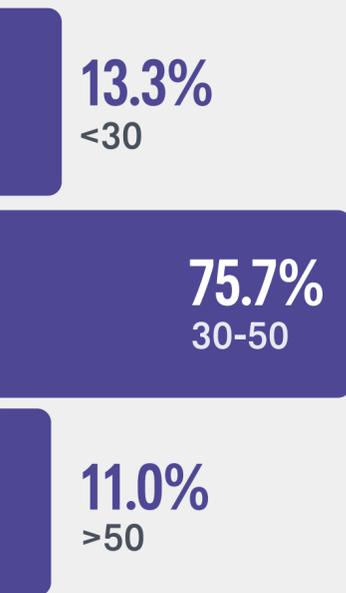


Gen Y is defined as the generation born between 1981 and 1996 and Gen Z is defined as the generation born from 1997 onwards.



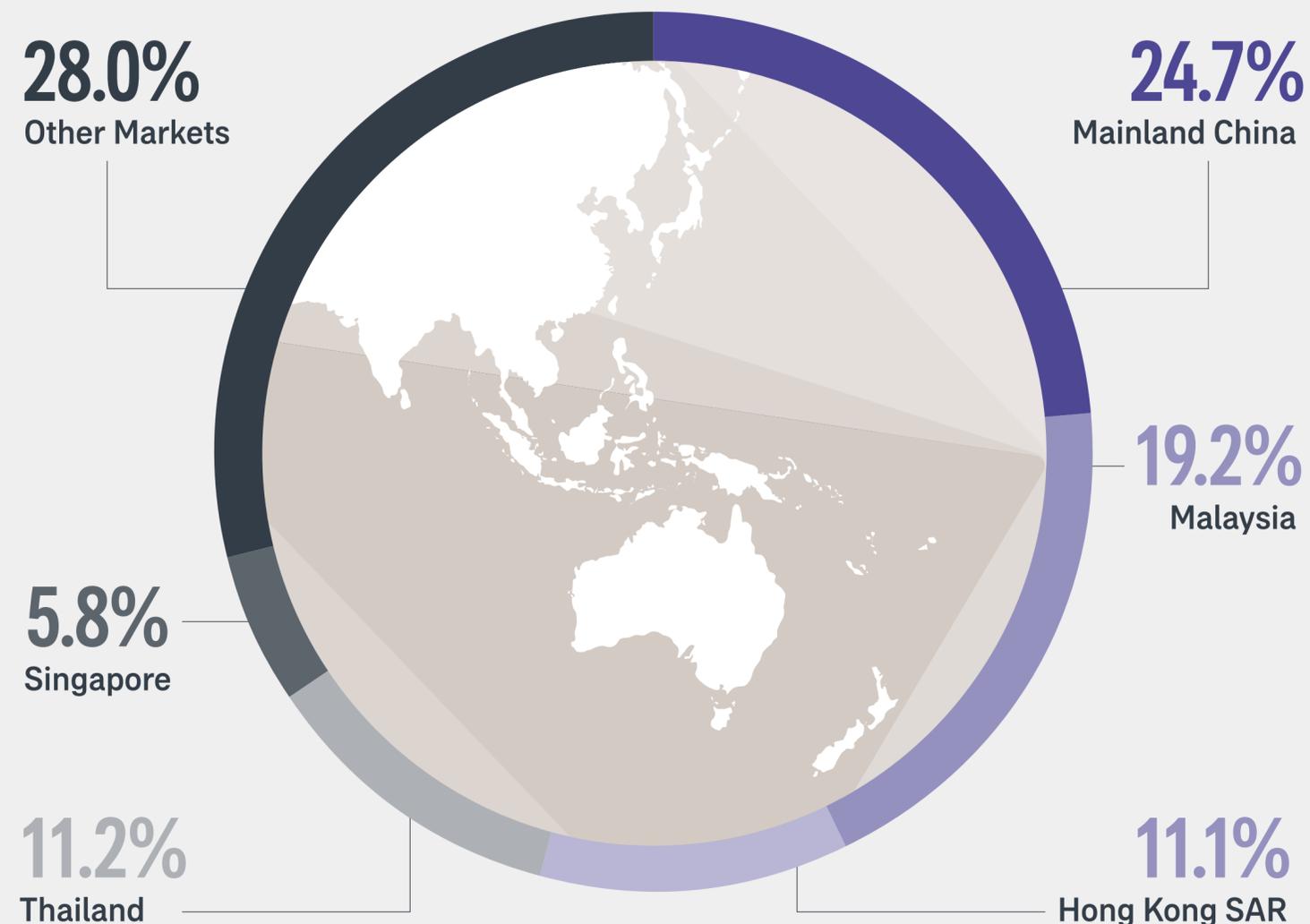
39.0
Average Age

Employee Breakdown By Age Group



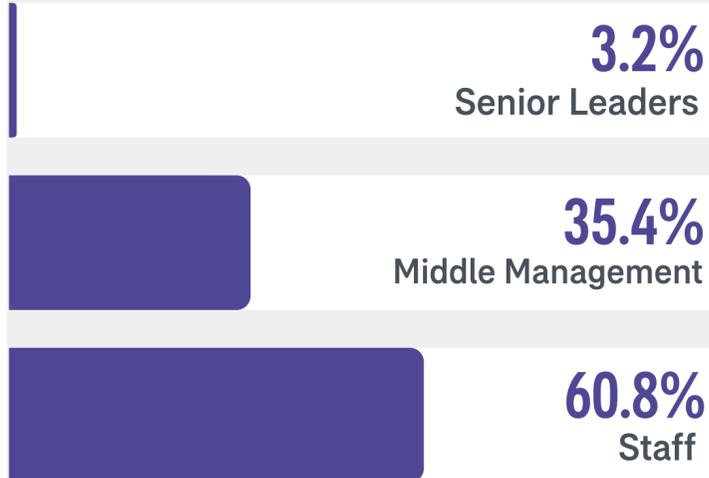
Our Workforce at a Glance

Employee Breakdown By Market



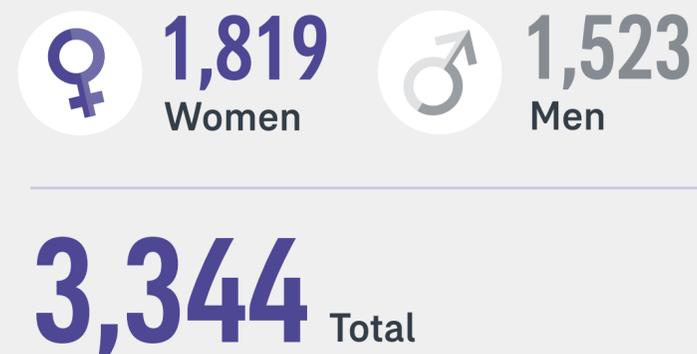
* Figures for Hong Kong include Group Office employees. Figures for Mainland China and Malaysia include our employees in our shared service centres.

Employee Breakdown By Seniority



* 'Senior Leaders' capture all GCB08 and above. 'Middle Management' captures GCB05-GCB07. 'Staff' captures GCB01-GCB04.

Number of New Employees



69
Nationalities



25,981
Total Headcount
2025



* As at 31 December 2025, AIA had a total of 25,981 employees, which includes full-time and part-time employees as well as employees on fixed-term contracts, and excludes interns, agents of the Group, employees of MediCard Philippines, Inc. (MediCard), Amplify Health Asia Pte. Limited (Amplify Health), The New Medical Center Limited (New Medical Center), AcuScan Advanced Imaging Hong Kong Limited (AcuScan), our joint venture Tata AIA Life, and our associate China Post Life. All figures related to the number of employees in this report exclude MediCard, Amplify Health, New Medical Center, AcuScan, our joint venture Tata AIA Life, and our associate China Post Life. Including MediCard, Amplify Health, New Medical Center, and AcuScan, AIA had a total of 27,524 employees.

Strengthening Risk Awareness

This priority is about building a culture of ethical decision-making and strong risk management.

Trust is at the heart of our products and services. It guides how we deal with our customers, how we work with our stakeholders and how we make decisions.

We keep our promises by managing risk and maintaining a strong risk culture across the Group. Every employee understands the risks they face in their role and how to make informed choices that support AIA's goals without exposing the Group to unnecessary risk.

Our risk management is based on two key policies:

- 1** Operating Philosophy: "Doing the Right Thing, in the Right Way, with the Right People... and the Right Results will come". This reflects the highest professional standards we expect of ourselves.
- 2** Code of Conduct: This outlines the rules, standards and behaviours we expect from our employees when working with each other, our customers and our stakeholders. Employees confirm each year that they comply with the Code of Conduct.

Regular training and internal communications help ensure all employees are familiar with their role in managing risk and know how to raise a concern, whether to a manager or by using our internal and external risk management hotlines.

Our annual employee survey measures employee confidence that any ethical matters they raise will be handled appropriately. We also assess whether their manager cultivates an ethical environment.



Enriching and Rewarding Opportunities for All

This priority ensures a fair, accountable and equitable approach for employment, progression and rewards.

Recognising and rewarding our people

AIA is committed to recognising our people through fair and equitable performance evaluations that acknowledge their contributions, achievements and behaviours. Our performance management framework and performance appraisal process encourage regular and meaningful conversations about individual and team progress. This approach provides every employee at AIA with the opportunity to receive regular ongoing feedback and engage in two-way conversations about their performance, progress and development opportunities.

Our people managers regularly check in with their teams throughout the year to discuss accomplishments and assess progress against performance objectives. These conversations celebrate progress and success, identify areas where additional support may be needed, and offer guidance and coaching to help drive professional growth in their team members' roles.

To attract, motivate and retain a diverse group of talented people, AIA is committed to rewarding employees competitively and fairly, irrespective of gender, ethnicity, age, disability or any other non-performance-related factors. Our reward programmes are designed to be transparent and market-aligned, giving employees a clear understanding of our total rewards offerings.

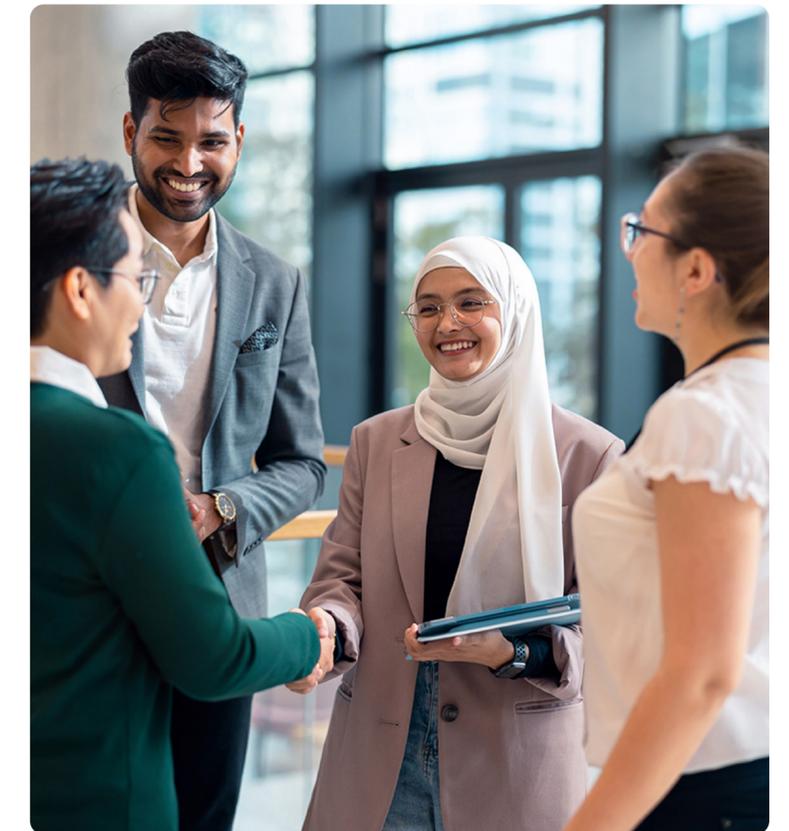
We also offer an Employee Share Purchase Plan, enabling employees to purchase AIA shares and receive matching shares over time during their employment. This programme gives employees a direct ownership stake in the company's success, reinforces our commitment to a long-term, sustainable business, and fosters a shared sense of purpose and participation in the journey. In 2025, AIA's Employee Share Purchase Plan was recognised by the Global Equity Organization and awarded 'Best Use of Equity in an Emerging Market' for companies with 25,000 to 100,000 employees.

Embedding our Purpose through well-being support

Our Purpose, to help people live Healthier, Longer, Better Lives, applies to our employees as much as to our customers. Through group-wide benefits and well-being programmes, we encourage our people and their families to look after their physical, mental, social and financial health.

One of the ways we do this is through Wellbeing@AIA, a programme available in all our markets and built on the same offering we provide to our corporate customers. Each business unit tailors the activities and support to suit local needs; but all include a mix of learning sessions, health-focused events, and both in-person and virtual activities.

Our employees can also access a range of well-being benefits such as discounted gym memberships, access to sports and recreational facilities, and dedicated wellness spaces, including nursing rooms. We continue to offer flexible working options to help people balance work and home life. These include hybrid work arrangements as a standard work pattern and alternative working hours.





CASE STUDY

Supporting Employee Mental Health and Well-being

We continued rolling out Me@AIA, our bespoke mental resilience programme with specialised modules and resources for individuals, teams and managers. Since its launch, Me@AIA has helped 7,800 employees across 18 markets with individual energy management and stress recovery techniques, supported teams to build psychological safety and team ownership of collective well-being, and enabled managers to foster supportive work environments. In 2025, we expanded the Me@AIA programme with the PERMAH well-being model, based on a globally recognised, evidence-based well-being framework.

Participant feedback shows improved manager confidence in well-being discussions and greater team ownership of collective well-being. Me@AIA complements our other mental health initiatives, including Employee Assistance Programmes, mental health leave in certain markets, digital well-being tools, onsite psychological support, and regular webinars and workshops.

In October, we marked Mental Health Month for the fourth consecutive year. Our Group Chief Executive and President launched the first observance, and Group Executive Committee members now sponsor it annually to promote education, awareness and open dialogue around mental health.

To deepen support, we continued to partner with Red Cross for Psychological First Aid certifications and have certified over 330 employees since the launch, including Me@AIA facilitators who also share their learnings with colleagues.

Dedicated well-being leads in each market manage day-to-day implementation of initiatives, align with group standards and use insights from well-being measures in our annual employee engagement survey to set targets, track reach and refine programmes locally.

AIA Thailand hosted Heal Jai Fest, a mental well-being festival with local experts, hands-on training and diversity labs. We also presented our energy management module at Hong Kong's inaugural Wellbeing Week held by the City Mental Health Alliance Hong Kong.

These programmes and initiatives contribute to AIA's continued progress in developing a robust system for workplace mental health management and disclosure, which was recognised with a 'Tier 3' rating in the '2025 CCLA Corporate Mental Health Benchmark Global 100+' report. AIA Thailand's local implementation was also awarded 'Excellence' at the Thai Mind Awards.

CAPACITY BUILDING AT AIA HUBEI

Capacity Building at AIA Hubei



We are accountable for outcomes and for people. Performance conversations are more than reviewing results; they are about listening to challenges, recognising effort and helping individuals learn.

Joe Zou

General Manager, AIA Hubei

Joe Zou, General Manager of AIA Hubei, shares how sustainable growth is being shaped through deliberate investment in our people, a culture of connection and leadership that brings AIA's values to life through everyday actions.

At AIA Hubei, responsible business growth is grounded in a simple belief: when people feel supported, inspired and empowered, they can create meaningful impact for customers and communities. Joe Zou is putting this belief into action at AIA Hubei, one of AIA China's fastest-growing branches. As the business expands and new teams take shape, Joe has been intentional about balancing growth in scale with growth in capability and cultural alignment. His focus is clear: to ensure that employees are equipped to perform well, act responsibly and live AIA's culture in their day-to-day work, especially during periods of rapid growth and change.

Joe encourages employees to take ownership of their development. To support this, AIA Hubei has defined a talent profile known as "Entrepreneurial Spirit", guiding employees to behave as intrapreneurs who build their own capability while advancing the organisation's ambitions. This is delivered through a tiered development system that supports different career stages:

- 1 New Hire Onboarding that builds job readiness, role clarity and clear standards
- 2 Team Leader Enablement that helps managers strengthen their teams through regular one-to-one conversations, coaching and structured development planning

- 3 High-Potential Development that offers targeted coaching for emerging leaders

This tiered system is inclusive by design. Learning pathways build on employees' backgrounds and tenures, providing access to development opportunities, clearer expectations and tailored feedback.

Ongoing conversations support employee development. Joe treats one-to-one discussions as a partnership focused on growth. "High standards matter, but they must be paired with deep understanding," he explains. "We are accountable for outcomes and for people. Performance conversations are more than reviewing results; they are about listening to challenges, recognising effort and helping individuals learn."

Employees describe the impact as empowering. One team member shares: "The regular coaching conversations have given me much clearer direction in my role. I understand what good performance looks like and where I can grow. Knowing that my manager listens and supports my development makes me feel confident to take on bigger responsibilities."

Employees are encouraged to find better ways of working: to experiment, innovate and test new ideas responsibly, reflecting on what works and what can be improved. This approach turns everyday experiences into opportunities for continuous learning and development.

Innovation is welcomed, but guided by discipline and focused on customer outcomes and quality. Employees collaborate to scale successful practices and see feedback as a tool for continuous improvement.

Purpose sits at the heart of this approach. Through regular townhalls, Joe connects Group priorities with local progress, helping employees understand how their work supports the branch's mission to "Expand in Hubei, make AIA better."

Joe firmly believes that AIA's Purpose starts with employees. He has dedicated resources to support well-being and family-inclusive activities, including open dialogues on mental health, football matches, family days and fitness challenges.

Team collaboration is also enabled through culture. Joe believes culture must be demonstrated through behaviour, not slogans. "Culture comes alive through action," Joe says. "When making difficult decisions, AIA's Operating Philosophy is my guide. It is also how I explain my decisions so that my team understands my considerations and thought process. When my team sees Clarity, Courage and Humanity reflected in my behaviour, they are better able to bring AIA culture to life in their own way."

Culture workshops at AIA Hubei help employees explore the Operating Philosophy and AIA Essentials through real scenarios and open dialogue. The workshops are designed to encourage participation from different roles and perspectives, strengthening inclusion and building shared expectations of how we do things.

As AIA Hubei grows, its people-centred approach supports performance in a disciplined manner. Through structured development, human-centred leadership and intentional culture activation, AIA Hubei is strengthening capabilities and enabling sustainable expansion. "This is a direct expression of AIA's Operating Philosophy", says Joe, that by "Doing the Right Thing, in the Right Way, with the Right People... and the Right Results will come".



AIA GROUP LIMITED SUSTAINABILITY REPORT 2025

Feedback from our diverse set of stakeholders is crucial for us to continue improving our sustainability performance and disclosure practices.

If you have any questions, comments or feedback, please contact Group Sustainability at groupsustainability@aia.com or write us at the address below:

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