



2017

# Group Human Capital

## Headcount of salaried workforce by country

Country*	2017	2016	Country*	2017	2016
France**	23.609	23.709	Argentina	324	340
United Kingdom	10.917	12.363	Saudi Arabia	323	278
Germany	10.196	10.402	Luxembourg	319	298
Japan	9.270	9.303	South Africa	277	288
United States	7.472	7.544	Mauritius	244	364
Belgium	5.549	5.619	Lebanon	158	155
Mexico	4.606	4.940	China	155	132
Switzerland	4.518	4.580	Canada	140	197
Spain	4.489	4.620	Panama	140	88
India	3.886	4.038	Oman	128	98
Morocco	3.504	3.326	Bahrain	117	125
Colombia	3.276	3.188	Taiwan	108	110
Hong Kong	2.325	2.384	Azerbaijan	90	99
Italy	2.232	2.230	Ivory Coast	84	84
Philippines	2.052	1.742	Australia	79	76
Ireland	1.946	1.952	Finland	78	66
Poland	1.815	1.788	Cameroon	70	79
South Korea	1.709	1.670	Senegal	61	74
Malaysia	1.398	1.314	Gabon	55	77
Singapore	1.131	1.109	Russia	48	38
Czech Republic & Slovakia	858	808	Chile	39	29
Turkey	849	921	Qatar	32	41
Thailand	829	821	Sweden	30	32
Ukraine	770	752	Netherlands	19	13
Indonesia	753	798	Denmark	10	15
Brazil	607	664	Norway	10	9
Egypt	595	249	Austria	4	3
Algeria	526	516	Peru	2	2
United Arab Emirates	491	541	Israel	2	2
Nigeria	473	514	Hungary	0	2
Greece	370	373	Romania	0	42
Portugal	347	332			

\* Sorted by number of salaried workforce (open-ended and fixed-term contracts) in 2017.

\*\* France headcount includes French Polynesia and New Caledonia.

## Headcount and Profile of Employees

### Group Overview

Headcount (number of persons) as of December 31	2017	2016
<b>Total headcount of salaried workforce</b> (open-ended and fixed-term contract)	<b>116.514</b>	<b>118.366</b>
<b>Headcount of salaried workforce (a)</b>	<b>111.588</b>	<b>113.564</b>
Proportion of men	46,6%	47,0%
Proportion of women	53,4%	53,0%
<b>Headcount of salaried non-sales force</b>	<b>95.447</b>	<b>97.105</b>
<b>Executives</b>	<b>3.255</b>	<b>3.459</b>
Proportion of men	70,6%	71,6%
Proportion of women	29,4%	28,4%
<b>Managers</b>	<b>14.828</b>	<b>16.622</b>
Proportion of men	57,4%	56,4%
Proportion of women	42,6%	43,7%
<b>Experts and staff</b>	<b>77.364</b>	<b>77.024</b>
Proportion of men	42,7%	42,8%
Proportion of women	57,3%	57,2%
<b>Headcount of salaried sales force</b>	<b>16.141</b>	<b>16.459</b>
Proportion of men	50,8%	52,3%
Proportion of women	49,2%	47,7%
<b>Profile of AXA employees</b>	<b>2017</b>	<b>2016</b>
<b>Average age of salaried workforce</b>	<b>40,9</b>	<b>40,6</b>
Non-sales force	40,8	40,5
Sales force	41,4	41,6
<b>Average length of service of salaried workforce</b>	<b>10,8</b>	<b>10,8</b>
Non-sales force	11,3	11,2
Sales force	8,3	8,4
<b>Disability</b> (open-ended and fixed-term contract)		
Number of employees with disabilities - concerns entities operating in France only	770	750

(a) Salaried workforce refers to non-sales and sales force employees with open-ended contracts, unless stated otherwise.

## Headcount and Profile of Employees

### Focus on Europe

Headcount (number of persons) as of December 31	2017	2016
<b>Total headcount of salaried workforce</b> (open-ended and fixed-term contract)	<b>68.893</b>	<b>70.875</b>
<b>Headcount of salaried workforce (a)</b>	<b>65.987</b>	<b>68.001</b>
Proportion of men	47,3%	47,4%
Proportion of women	52,7%	52,6%
<b>Headcount of salaried non-sales force</b>	<b>59.088</b>	<b>60.548</b>
Executives	1.799	1.830
Managers	8.554	10.175
Experts and staff	48.735	48.543
<b>Headcount of salaried sales force</b>	<b>6.899</b>	<b>7.453</b>
<b>Average age of salaried workforce</b>	<b>42,8</b>	<b>42,6</b>
Non-sales force	42,9	42,7
Sales force	41,9	41,8
<b>Headcount of salaried workforce based on age cluster</b>		
Salaried workforce aged 66 and more	170	195
Salaried workforce aged from 61 to 65	2.112	2.055
Salaried workforce aged from 56 to 60	6.893	7.092
Salaried workforce aged from 51 to 55	9.287	9.423
Salaried workforce aged from 46 to 50	9.608	9.910
Salaried workforce aged from 41 to 45	9.588	9.953
Salaried workforce aged from 36 to 40	9.342	9.586
Salaried workforce aged from 31 to 35	8.933	9.253
Salaried workforce aged from 26 to 30	7.029	7.340
Salaried workforce aged 25 and less	3.023	3.195
<b>Average length of service of salaried workforce</b>	<b>13,7</b>	<b>13,7</b>
Non-sales force	13,9	14,0
Sales force	11,4	11,2

(a) Salaried workforce refers to non-sales and sales force employees with open-ended contracts, unless stated otherwise.

## Headcount and Profile of Employees

### Focus on Americas

Headcount (number of persons) as of December 31	2017	2016
<b>Total headcount of salaried workforce</b> (open-ended and fixed-term contract)	<b>16.606</b>	<b>16.992</b>
<b>Headcount of salaried workforce (a)</b>	<b>16.283</b>	<b>16.722</b>
Proportion of men	46,6%	46,9%
Proportion of women	53,4%	53,2%
<b>Headcount of salaried non-sales force</b>	<b>15.354</b>	<b>15.787</b>
Executives	927	966
Managers	2.592	2.627
Experts and staff	11.835	12.194
<b>Headcount of salaried sales force</b>	<b>929</b>	<b>935</b>
<b>Average age of salaried workforce</b>	<b>39,0</b>	<b>38,5</b>
Non-sales force	38,9	38,4
Sales force	41,2	41,5
<b>Headcount of salaried workforce based on age cluster</b>		
Salaried workforce aged 66 and more	157	166
Salaried workforce aged from 61 to 65	402	404
Salaried workforce aged from 56 to 60	915	841
Salaried workforce aged from 51 to 55	1.245	1.312
Salaried workforce aged from 46 to 50	1.702	1.598
Salaried workforce aged from 41 to 45	1.959	1.999
Salaried workforce aged from 36 to 40	2.516	2.542
Salaried workforce aged from 31 to 35	2.912	2.953
Salaried workforce aged from 26 to 30	2.815	2.969
Salaried workforce aged 25 and less	1.661	1.939
<b>Average length of service of salaried workforce</b>	<b>7,6</b>	<b>7,4</b>
Non-sales force	7,7	7,4
Sales force	6,8	7,2

(a) Salaried workforce refers to non-sales and sales force employees with open-ended contracts, unless stated otherwise.

## Headcount and Profile of Employees

### Focus on Asia Pacific & Middle East

Headcount (number of persons) as of December 31	2017	2016
<b>Total headcount of salaried workforce</b> (open-ended and fixed-term contract)	<b>25.370</b>	<b>25.292</b>
<b>Headcount of salaried workforce (a)</b>	<b>24.145</b>	<b>24.097</b>
Proportion of men	45,9%	46,8%
Proportion of women	54,1%	53,2%
<b>Headcount of salaried non-sales force</b>	<b>16.784</b>	<b>16.837</b>
Executives	444	551
Managers	3.153	3.256
Experts and staff	13.187	13.030
<b>Headcount of salaried sales force</b>	<b>7.361</b>	<b>7.260</b>
<b>Average age of salaried workforce</b>	<b>38,3</b>	<b>37,8</b>
Non-sales force	36,6	35,9
Sales force	42,2	42,6
<b>Headcount of salaried workforce based on age cluster</b>		
Salaried workforce aged 66 and more	12	8
Salaried workforce aged from 61 to 65	516	509
Salaried workforce aged from 56 to 60	1.155	1.109
Salaried workforce aged from 51 to 55	1.765	1.763
Salaried workforce aged from 46 to 50	2.553	2.411
Salaried workforce aged from 41 to 45	3.320	3.215
Salaried workforce aged from 36 to 40	3.719	3.778
Salaried workforce aged from 31 to 35	4.410	4.325
Salaried workforce aged from 26 to 30	4.631	4.652
Salaried workforce aged 25 and less	2.064	2.328
<b>Average length of service of salaried workforce</b>	<b>6,3</b>	<b>6,1</b>
Non-sales force	6,5	6,2
Sales force	6,0	6,1

(a) Salaried workforce refers to non-sales and sales force employees with open-ended contracts, unless stated otherwise.

## Headcount and Profile of Employees

### Focus on Africa

Headcount (number of persons) as of December 31	2017	2016
<b>Total headcount of salaried workforce</b> (open-ended and fixed-term contract)	<b>5.645</b>	<b>5.207</b>
<b>Headcount of salaried workforce (a)</b>	<b>5.173</b>	<b>4.744</b>
Proportion of men	42,5%	43,3%
Proportion of women	57,5%	56,8%
<b>Headcount of salaried non-sales force</b>	<b>4.221</b>	<b>3.933</b>
Executives	85	112
Managers	529	564
Experts and staff	3.607	3.257
<b>Headcount of salaried sales force</b>	<b>952</b>	<b>811</b>
<b>Average age of salaried workforce</b>	<b>33,7</b>	<b>34,2</b>
Non-sales force	34,0	34,6
Sales force	32,2	32,1
<b>Headcount of salaried workforce based on age cluster</b>		
Salaried workforce aged 66 and more	1	1
Salaried workforce aged from 61 to 65	2	5
Salaried workforce aged from 56 to 60	89	117
Salaried workforce aged from 51 to 55	155	176
Salaried workforce aged from 46 to 50	181	174
Salaried workforce aged from 41 to 45	344	349
Salaried workforce aged from 36 to 40	766	652
Salaried workforce aged from 31 to 35	1.509	1.327
Salaried workforce aged from 26 to 30	1.580	1.513
Salaried workforce aged 25 and less	513	430
<b>Average length of service of salaried workforce</b>	<b>5,5</b>	<b>5,7</b>
Non-sales force	5,7	5,9
Sales force	4,8	4,6

(a) Salaried workforce refers to non-sales and sales force employees with open-ended contracts, unless stated otherwise.

## Workforce Dynamics

### Group Overview

Movements	2017	2016
<b>Movements of salaried non-sales force</b>		
<b>Net headcount evolution</b> (entries versus departures)	<b>-1.729</b>	<b>-1.017</b>
<b>Entries</b>	<b>13.302</b>	<b>14.871</b>
Number of external recruitments (including re-hires)	11.467	11.871
Number of fixed-term contracts transformed into open-ended contracts	1.637	1.547
Number of entries following mergers and acquisitions	198	1.453
<b>Departures</b>	<b>15.031</b>	<b>15.888</b>
Number of resignations	8.332	8.245
Number of layoffs	3.741	3.167
Number of retirements/ pre-retirements	1.538	1.413
Number of departures due to external transfers (b)	1.252	2.875
Number of other departures	168	188
<b>Movements of salaried sales force</b>		
<b>Net headcount evolution</b> (entries versus departures)	<b>-447</b>	<b>-337</b>
<b>Entries</b>	<b>3.464</b>	<b>3.913</b>
Number of external recruitments (including re-hires)	3.336	3.492
Number of fixed-term contracts transformed into open-ended contracts	94	98
Number of entries following mergers and acquisitions	34	323
<b>Departures</b>	<b>3.911</b>	<b>4.250</b>
Number of resignations	2.752	3.066
Number of layoffs	572	652
Number of retirements/ pre-retirements	240	217
Number of departures due to external transfers (b)	321	284
Number of other departures	26	31
<b>Mobility and Employee turnover</b>	<b>2017</b>	<b>2016</b>
<b>Internal mobility rate of salaried workforce</b>	<b>10,5%</b>	<b>8,6%</b>
<b>Turnover rate of salaried workforce</b>	<b>15,4%</b>	<b>14,9%</b>
Involuntary (layoffs/ dismissals)	3,7%	3,4%
Voluntary (resignations)	9,9%	10,0%
Other reasons (pre/ retirements and miscellaneous)	1,8%	1,6%
<b>Turnover rate of salaried non-sales force</b>	<b>14,3%</b>	<b>13,2%</b>
Involuntary (layoffs/ dismissals)	3,8%	3,3%
Voluntary (resignations)	8,7%	8,3%
Other reasons (pre/ retirements and miscellaneous)	1,8%	1,6%
<b>Turnover rate of salaried sales force</b>	<b>22,3%</b>	<b>24,4%</b>
Involuntary (layoffs/ dismissals)	3,4%	4,0%
Voluntary (resignations)	17,2%	18,9%
Other reasons (pre/ retirements and miscellaneous)	1,7%	1,5%

(b) Salaried workforce who has left AXA because of an activity/ job transfer to an external company or due to disposal of businesses, the employee is no longer under contract with AXA.



## Workforce Dynamics

### Focus on Europe

Movements	2017	2016
<b>Net headcount evolution</b> (entries versus departures)	<b>-2.079</b>	<b>-2.170</b>
<b>Entries</b>	<b>6.776</b>	<b>6.825</b>
Number of external recruitments (including re-hires)	5.396	5.255
Number of fixed-term contracts transformed into open-ended contracts	1.154	1.027
Number of entries following mergers and acquisitions	226	543
<b>Departures</b>	<b>8.855</b>	<b>8.995</b>
Number of resignations	3.705	3.554
Number of layoffs	1.969	1.740
Number of retirements/ pre-retirements	1.499	1.402
Number of departures due to external transfers (b)	1.530	2.115
Number of other departures	152	184
<b>Net headcount evolution of salaried non-sales force</b>	<b>-1.630</b>	<b>-1.807</b>
Entries	5.925	5.761
Departures	7.555	7.568
<b>Net headcount evolution of salaried sales force</b>	<b>-449</b>	<b>-363</b>
Entries	851	1.064
Departures	1.300	1.427
<b>Mobility and Employee turnover</b>	<b>2017</b>	<b>2016</b>
<b>Internal mobility rate of salaried workforce</b>	<b>9,3%</b>	<b>7,0%</b>
<b>Turnover rate of salaried workforce</b>	<b>11,0%</b>	<b>10,0%</b>
<b>Turnover rate of salaried non-sales force</b>	<b>10,7%</b>	<b>9,4%</b>
Involuntary (layoffs/ dismissals)	2,8%	2,2%
Voluntary (resignations)	5,4%	4,9%
Other reasons (pre/ retirements and miscellaneous)	2,5%	2,3%
<b>Turnover rate of salaried sales force</b>	<b>14,1%</b>	<b>15,5%</b>
Involuntary (layoffs/ dismissals)	5,1%	6,0%
Voluntary (resignations)	6,8%	7,6%
Other reasons (pre/ retirements and miscellaneous)	2,2%	2,0%

(b) Salaried workforce who has left AXA because of an activity/ job transfer to an external company or due to disposal of businesses, the employee is no longer under contract with AXA.

## Workforce Dynamics

### Focus on Americas

Movements	2017	2016
<b>Net headcount evolution</b> (entries versus departures)	<b>-303</b>	<b>169</b>
<b>Entries</b>	<b>3.289</b>	<b>3.454</b>
Number of external recruitments (including re-hires)	3.019	3.045
Number of fixed-term contracts transformed into open-ended contracts	270	320
Number of entries following mergers and acquisitions	0	89
<b>Departures</b>	<b>3.592</b>	<b>3.285</b>
Number of resignations	2.070	1.970
Number of layoffs	1.422	1.239
Number of retirements/ pre-retirements	77	59
Number of departures due to external transfers (b)	2	0
Number of other departures	21	17
<b>Net headcount evolution of salaried non-sales force</b>	<b>-254</b>	<b>60</b>
Entries	3.048	3.197
Departures	3.302	3.137
<b>Net headcount evolution of salaried sales force</b>	<b>-49</b>	<b>109</b>
Entries	241	257
Departures	290	148
<b>Mobility and Employee turnover</b>	<b>2017</b>	<b>2016</b>
<b>Internal mobility rate of salaried workforce</b>	<b>10,2%</b>	<b>8,5%</b>
<b>Turnover rate of salaried workforce</b>	<b>22,0%</b>	<b>19,8%</b>
<b>Turnover rate of salaried non-sales force</b>	<b>21,4%</b>	<b>19,9%</b>
Involuntary (layoffs/ dismissals)	8,6%	7,6%
Voluntary (resignations)	12,2%	11,9%
Other reasons (pre/ retirements and miscellaneous)	0,6%	0,5%
<b>Turnover rate of salaried sales force</b>	<b>32,2%</b>	<b>16,8%</b>
Involuntary (layoffs/ dismissals)	12,1%	5,7%
Voluntary (resignations)	20,1%	10,9%
Other reasons (pre/ retirements and miscellaneous)	0,0%	0,2%

(b) Salaried workforce who has left AXA because of an activity/ job transfer to an external company or due to disposal of businesses, the employee is no longer under contract with AXA.

## Workforce Dynamics

### Focus on Asia Pacific & Middle East

Movements	2017	2016
<b>Net headcount evolution</b> (entries versus departures)	<b>32</b>	<b>401</b>
<b>Entries</b>	<b>5.516</b>	<b>7.315</b>
Number of external recruitments (including re-hires)	5.292	6.098
Number of fixed-term contracts transformed into open-ended contracts	218	227
Number of entries following mergers and acquisitions	6	990
<b>Departures</b>	<b>5.484</b>	<b>6.914</b>
Number of resignations	4.599	5.116
Number of layoffs	687	595
Number of retirements/ pre-retirements	140	142
Number of departures due to external transfers (b)	41	1.044
Number of other departures	17	17
<b>Net headcount evolution of salaried non-sales force</b>	<b>-13</b>	<b>559</b>
Entries	3.342	4.956
Departures	3.355	4.397
<b>Net headcount evolution of salaried sales force</b>	<b>45</b>	<b>-158</b>
Entries	2.174	2.359
Departures	2.129	2.517
<b>Mobility and Employee turnover</b>	<b>2017</b>	<b>2016</b>
<b>Internal mobility rate of salaried workforce</b>	<b>12,9%</b>	<b>13,2%</b>
<b>Turnover rate of salaried workforce</b>	<b>22,2%</b>	<b>25,0%</b>
<b>Turnover rate of salaried non-sales force</b>	<b>19,2%</b>	<b>19,4%</b>
Involuntary (layoffs/ dismissals)	3,4%	2,8%
Voluntary (resignations)	15,6%	16,4%
Other reasons (pre/ retirements and miscellaneous)	0,2%	0,4%
<b>Turnover rate of salaried sales force</b>	<b>29,4%</b>	<b>35,1%</b>
Involuntary (layoffs/ dismissals)	0,8%	1,9%
Voluntary (resignations)	27,0%	31,9%
Other reasons (pre/ retirements and miscellaneous)	1,6%	1,4%

(b) Salaried workforce who has left AXA because of an activity/ job transfer to an external company or due to disposal of businesses, the employee is no longer under contract with AXA.

## Workforce Dynamics

### Focus on Africa

Movements	2017	2016
<b>Net headcount evolution</b> (entries versus departures)	<b>174</b>	<b>246</b>
<b>Entries</b>	<b>1.185</b>	<b>1.190</b>
Number of external recruitments (including re-hires)	1.096	965
Number of fixed-term contracts transformed into open-ended contracts	89	71
Number of entries following mergers and acquisitions	0	154
<b>Departures</b>	<b>1.011</b>	<b>944</b>
Number of resignations	710	671
Number of layoffs	235	245
Number of retirements/ pre-retirements	62	27
Number of departures due to external transfers (b)	0	0
Number of other departures	4	1
<b>Net headcount evolution of salaried non-sales force</b>	<b>168</b>	<b>171</b>
Entries	987	957
Departures	819	786
<b>Net headcount evolution of salaried sales force</b>	<b>6</b>	<b>75</b>
Entries	198	233
Departures	192	158
<b>Mobility and Employee turnover</b>	<b>2017</b>	<b>2016</b>
<b>Internal mobility rate of salaried workforce</b>	<b>16,0%</b>	<b>9,4%</b>
<b>Turnover rate of salaried workforce</b>	<b>19,6%</b>	<b>19,5%</b>
<b>Turnover rate of salaried non-sales force</b>	<b>19,6%</b>	<b>19,8%</b>
Involuntary (layoffs/ dismissals)	4,8%	5,5%
Voluntary (resignations)	13,3%	13,5%
Other reasons (pre/ retirements and miscellaneous)	1,5%	0,7%
<b>Turnover rate of salaried sales force</b>	<b>19,5%</b>	<b>18,2%</b>
Involuntary (layoffs/ dismissals)	3,5%	2,9%
Voluntary (resignations)	15,8%	15,3%
Other reasons (pre/ retirements and miscellaneous)	0,2%	0,0%

(b) Salaried workforce who has left AXA because of an activity/ job transfer to an external company or due to disposal of businesses, the employee is no longer under contract with AXA.

## Compensation

Compensation	2017	2016
<b>Compensation costs of salaried workforce in Million € (c)</b>	<b>8.501</b>	<b>8.638</b>
<b>Annual gross payroll in Million € (Europe)</b>	<b>5.504</b>	<b>5.686</b>
Proportion of fixed pay (related to wages) of salaried non-sales force	88,2%	88,6%
Proportion of variable pay (related to wages) of salaried non-sales force	11,8%	11,4%
Proportion of fixed pay (related to wages) of salaried sales force	64,7%	65,8%
Proportion of variable pay (related to wages) of salaried sales force	35,3%	34,2%
<b>Annual gross payroll in Million € (Americas)</b>	<b>1.769</b>	<b>1.735</b>
Proportion of fixed pay (related to wages) of salaried non-sales force	63,8%	66,9%
Proportion of variable pay (related to wages) of salaried non-sales force	36,2%	33,1%
Proportion of fixed pay (related to wages) of salaried sales force	32,1%	30,1%
Proportion of variable pay (related to wages) of salaried sales force	67,9%	69,9%
<b>Annual gross payroll in Million € (Asia Pacific / Middle East)</b>	<b>1.130</b>	<b>1.118</b>
Proportion of fixed pay (related to wages) of salaried non-sales force	85,6%	85,6%
Proportion of variable pay (related to wages) of salaried non-sales force	14,4%	14,4%
Proportion of fixed pay (related to wages) of salaried sales force	36,0%	37,0%
Proportion of variable pay (related to wages) of salaried sales force	64,0%	63,1%
<b>Annual gross payroll in Million € (Africa)</b>	<b>98</b>	<b>99</b>
Proportion of fixed pay (related to wages) of salaried non-sales force	84,0%	82,0%
Proportion of variable pay (related to wages) of salaried non-sales force	16,0%	18,0%
Proportion of fixed pay (related to wages) of salaried sales force	67,0%	75,9%
Proportion of variable pay (related to wages) of salaried sales force	33,0%	25,2%

(c) As per definition of compensation, it includes the individual fixed pay, the individual variable pay, employer social contribution and collective profit sharing (if any) and excludes equity based compensation (stock options, performance shares, AXA Miles).

## Learning & Development

### Group Overview

Learning & Development	2017	2016
<b>Number of training days of salaried workforce</b>	<b>330.248,7</b>	<b>323.967,1</b>
Percentage of salaried workforce having received at least one training course	84,2%	85,4%
Average number of training days per salaried workforce	3,1	3,0
<b>Total number of training days of salaried non-sales force</b>	<b>226.600,0</b>	<b>222.702,2</b>
Percentage of "Leadership, management and culture" trainings	17,0%	16,2%
Percentage of "Technical Excellence" trainings	56,4%	53,9%
Percentage of "Transversal skills" trainings	26,6%	29,9%
Percentage of salaried non-sales force having received at least one training course	83,5%	84,8%
Average number of training days per salaried non-sales force	2,5	2,4
<b>Total number of training days of salaried sales force</b>	<b>103.648,7</b>	<b>101.264,9</b>
Percentage of "Leadership, management and culture" trainings	3,2%	2,5%
Percentage of "Technical Excellence" trainings	34,5%	35,1%
Percentage of "Transversal skills" trainings	62,3%	62,3%
Percentage of salaried sales force having received at least one training course	88,6%	89,3%
Average number of training days per salaried sales force	6,6	6,7

## Learning & Development

### Focus on Europe and Americas

<b>Learning &amp; Development (Europe)</b>	<b>2017</b>	<b>2016</b>
<b>Number of training days of salaried workforce</b>	<b>173.220,7</b>	<b>160.722,4</b>
Percentage of workforce having received at least one training course	81,4%	81,6%
Average number of training days per salaried workforce	2,6	2,4
<b>Total number of training days of salaried non-sales force</b>	<b>139.508,4</b>	<b>125.846,9</b>
Percentage of "Leadership, management and culture" trainings	16,3%	13,7%
Percentage of "Technical Excellence" trainings	50,4%	47,2%
Percentage of "Transversal skills" trainings	33,3%	39,1%
Average number of training days per salaried non-sales force	2,4	2,1
<b>Total number of training days of salaried sales force</b>	<b>33.712,3</b>	<b>34.875,6</b>
Percentage of "Leadership, management and culture" trainings	3,6%	2,4%
Percentage of "Technical Excellence" trainings	89,9%	91,4%
Percentage of "Transversal skills" trainings	6,5%	6,2%
Average number of training days per salaried sales force	4,9	4,8
<b>Learning &amp; Development (Americas)</b>	<b>2017</b>	<b>2016</b>
<b>Number of training days of salaried workforce</b>	<b>26.752,5</b>	<b>27.917,6</b>
Percentage of workforce having received at least one training course	97,6%	93,8%
Average number of training days per salaried workforce	2,0	2,0
<b>Total number of training days of salaried non-sales force</b>	<b>25.206,9</b>	<b>26.780,0</b>
Percentage of "Leadership, management and culture" trainings	13,4%	17,6%
Percentage of "Technical Excellence" trainings	73,3%	57,1%
Percentage of "Transversal skills" trainings	13,3%	25,4%
Average number of training days per salaried non-sales force	1,9	2,0
<b>Total number of training days of salaried sales force</b>	<b>1.545,6</b>	<b>1.137,7</b>
Percentage of "Leadership, management and culture" trainings	13,3%	11,5%
Percentage of "Technical Excellence" trainings	56,9%	56,6%
Percentage of "Transversal skills" trainings	29,8%	31,9%
Average number of training days per salaried sales force	2,6	1,9

## Learning & Development

### Focus on Asia Pacific & Middle East and Africa

<b>Learning &amp; Development (Asia Pacific / Middle East)</b>	<b>2017</b>	<b>2016</b>
<b>Number of training days of salaried workforce</b>	<b>104.849,3</b>	<b>105.729,6</b>
Percentage of workforce having received at least one training course	88,0%	93,2%
Average number of training days per salaried workforce	4,4	4,6
<b>Total number of training days of salaried non-sales force</b>	<b>40.253,0</b>	<b>43.144,9</b>
Percentage of "Leadership, management and culture" trainings	28,1%	29,5%
Percentage of "Technical Excellence" trainings	51,1%	53,9%
Percentage of "Transversal skills" trainings	20,8%	16,6%
Average number of training days per salaried non-sales force	2,4	2,7
<b>Total number of training days of salaried sales force</b>	<b>64.596,3</b>	<b>62.584,7</b>
Percentage of "Leadership, management and culture" trainings	2,4%	2,1%
Percentage of "Technical Excellence" trainings	2,0%	1,3%
Percentage of "Transversal skills" trainings	95,6%	96,6%
Average number of training days per salaried sales force	9,0	9,9
<b>Learning &amp; Development (Africa)</b>	<b>2017</b>	<b>2016</b>
<b>Number of training days of salaried workforce</b>	<b>25.426,1</b>	<b>29.597,5</b>
Percentage of workforce having received at least one training course	66,7%	78,9%
Average number of training days per salaried workforce	4,9	6,1
<b>Total number of training days of salaried non-sales force</b>	<b>21.631,6</b>	<b>26.930,5</b>
Percentage of "Leadership, management and culture" trainings	5,3%	5,2%
Percentage of "Technical Excellence" trainings	85,7%	81,9%
Percentage of "Transversal skills" trainings	9,0%	13,0%
Average number of training days per salaried non-sales force	5,2	6,8
<b>Total number of training days of salaried sales force</b>	<b>3.794,5</b>	<b>2.667,0</b>
Percentage of "Leadership, management and culture" trainings	7,1%	11,0%
Percentage of "Technical Excellence" trainings	87,8%	83,6%
Percentage of "Transversal skills" trainings	5,1%	5,4%
Average number of training days per salaried sales force	3,9	3,1



## Working time & Absenteeism

### Group Overview

Working time and Absenteeism	2017	2016
<b>Average number of working days per year of salaried workforce</b>	<b>227,7</b>	<b>227,4</b>
<b>Average number of working hours per week</b>	<b>36,9</b>	<b>36,8</b>
Full-time employee	38,0	38,0
Part-time employee	26,6	26,4
<b>Total absenteeism rate of salaried workforce</b>	<b>4,7%</b>	<b>4,5%</b>
Proportion of absences due to sickness	69,9%	70,5%
Proportion of absences due to work related accident	2,0%	2,1%
Proportion of absences linked to maternity/ paternity leave	28,1%	27,4%
<b>Absenteeism rate of salaried non-sales force</b>	<b>4,9%</b>	<b>4,6%</b>
Proportion of absences due to sickness	69,5%	70,3%
Proportion of absences due to work related accident	1,9%	2,0%
Proportion of absences linked to maternity/ paternity leave	28,6%	27,8%
<b>Absenteeism rate of salaried sales force</b>	<b>3,7%</b>	<b>3,5%</b>
Proportion of absences due to sickness	72,5%	72,0%
Proportion of absences due to work related accident	2,9%	3,6%
Proportion of absences linked to maternity/ paternity leave	24,6%	24,4%

## Working time & Absenteeism

### Focus on Europe

<b>Working time and Absenteeism</b>	<b>2017</b>	<b>2016</b>
<b>Average number of working days per year of salaried workforce</b>	<b>220,5</b>	<b>220,8</b>
<b>Average number of working hours per week</b>	<b>35,3</b>	<b>35,3</b>
Full-time employee	37,0	37,0
Part-time employee	26,5	26,3
<b>Total absenteeism rate of salaried workforce</b>	<b>6,4%</b>	<b>6,1%</b>
Proportion of absences due to sickness	73,0%	72,0%
Proportion of absences due to work related accident	1,9%	2,0%
Proportion of absences linked to maternity/ paternity leave	25,1%	25,9%
<b>Absenteeism rate of salaried non-sales force</b>	<b>6,3%</b>	<b>6,1%</b>
Proportion of absences due to sickness	72,6%	71,7%
Proportion of absences due to work related accident	1,8%	1,9%
Proportion of absences linked to maternity/ paternity leave	25,6%	26,4%
<b>Absenteeism rate of salaried sales force</b>	<b>6,6%</b>	<b>6,2%</b>
Proportion of absences due to sickness	76,1%	74,5%
Proportion of absences due to work related accident	2,4%	3,1%
Proportion of absences linked to maternity/ paternity leave	21,5%	22,3%

## Working time & Absenteeism

### Focus on Americas

Working time and Absenteeism	2017	2016
<b>Average number of working days per year of salaried workforce</b>	<b>240,2</b>	<b>240,2</b>
<b>Average number of working hours per week</b>	<b>40,4</b>	<b>40,3</b>
Full-time employee	41,3	41,2
Part-time employee	28,3	26,7
<b>Total absenteeism rate of salaried workforce</b>	<b>2,4%</b>	<b>2,2%</b>
Proportion of absences due to sickness	64,9%	67,8%
Proportion of absences due to work related accident	2,6%	2,9%
Proportion of absences linked to maternity/ paternity leave	32,5%	29,3%
<b>Absenteeism rate of salaried non-sales force</b>	<b>2,5%</b>	<b>2,2%</b>
Proportion of absences due to sickness	65,4%	68,2%
Proportion of absences due to work related accident	2,7%	3,0%
Proportion of absences linked to maternity/ paternity leave	31,9%	28,9%
<b>Absenteeism rate of salaried sales force</b>	<b>1,1%</b>	<b>1,3%</b>
Proportion of absences due to sickness	44,2%	56,4%
Proportion of absences due to work related accident	1,5%	1,8%
Proportion of absences linked to maternity/ paternity leave	54,3%	41,8%

## Working time & Absenteeism

### Focus on Asia Pacific & Middle East

Working time and Absenteeism	2017	2016
<b>Average number of working days per year of salaried workforce</b>	<b>233,1</b>	<b>229,4</b>
<b>Average number of working hours per week</b>	<b>37,9</b>	<b>37,7</b>
Full-time employee	38,1	38,0
Part-time employee	28,6	29,1
<b>Total absenteeism rate of salaried workforce</b>	<b>2,0%</b>	<b>1,6%</b>
Proportion of absences due to sickness	51,4%	61,2%
Proportion of absences due to work related accident	2,4%	2,3%
Proportion of absences linked to maternity/ paternity leave	46,2%	36,5%
<b>Absenteeism rate of salaried non-sales force</b>	<b>2,3%</b>	<b>1,9%</b>
Proportion of absences due to sickness	49,7%	60,1%
Proportion of absences due to work related accident	1,5%	1,1%
Proportion of absences linked to maternity/ paternity leave	48,8%	38,8%
<b>Absenteeism rate of salaried sales force</b>	<b>1,2%</b>	<b>1,1%</b>
Proportion of absences due to sickness	59,1%	65,5%
Proportion of absences due to work related accident	6,3%	7,5%
Proportion of absences linked to maternity/ paternity leave	34,6%	27,0%

## Working time & Absenteeism

### Focus on Africa

Working time and Absenteeism	2017	2016
<b>Average number of working days per year of salaried workforce</b>	<b>248,9</b>	<b>262,9</b>
<b>Average number of working hours per week</b>	<b>41,8</b>	<b>41,7</b>
Full-time employee	42,0	42,0
Part-time employee	29,9	30,4
<b>Total absenteeism rate of salaried workforce</b>	<b>5,9%</b>	<b>5,4%</b>
Proportion of absences due to sickness	66,9%	66,1%
Proportion of absences due to work related accident	1,9%	2,4%
Proportion of absences linked to maternity/ paternity leave	31,2%	31,5%
<b>Absenteeism rate of salaried non-sales force</b>	<b>6,2%</b>	<b>5,7%</b>
Proportion of absences due to sickness	66,6%	66,9%
Proportion of absences due to work related accident	1,9%	2,6%
Proportion of absences linked to maternity/ paternity leave	31,5%	30,6%
<b>Absenteeism rate of salaried sales force</b>	<b>4,6%</b>	<b>3,9%</b>
Proportion of absences due to sickness	69,2%	60,5%
Proportion of absences due to work related accident	1,7%	1,5%
Proportion of absences linked to maternity/ paternity leave	29,1%	38,0%

**The AXA Group**

25, Avenue Matignon - 75008 Paris - France  
Group Human Resources (People Analytics & Insights)

*This document is also available in French.*

External organizations and readers should address any comments and questions on the document to:

**Analysts, Institutional Investors**

**In Paris, AXA Group IR**

Investor Relations Department  
25, Avenue Matignon  
75008 Paris - France

**[www.axa.com](http://www.axa.com)**