



# Group Human Capital 2022

Group HR  
2022



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# Headcount of salaried workforce by continent

Open ended and fixed-term contracts headcounts



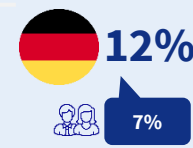
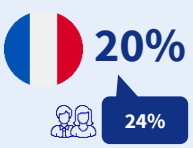
**110,302**  
Salaried workforce



**51**  
Countries



### TOP 3 NATIONALITIES

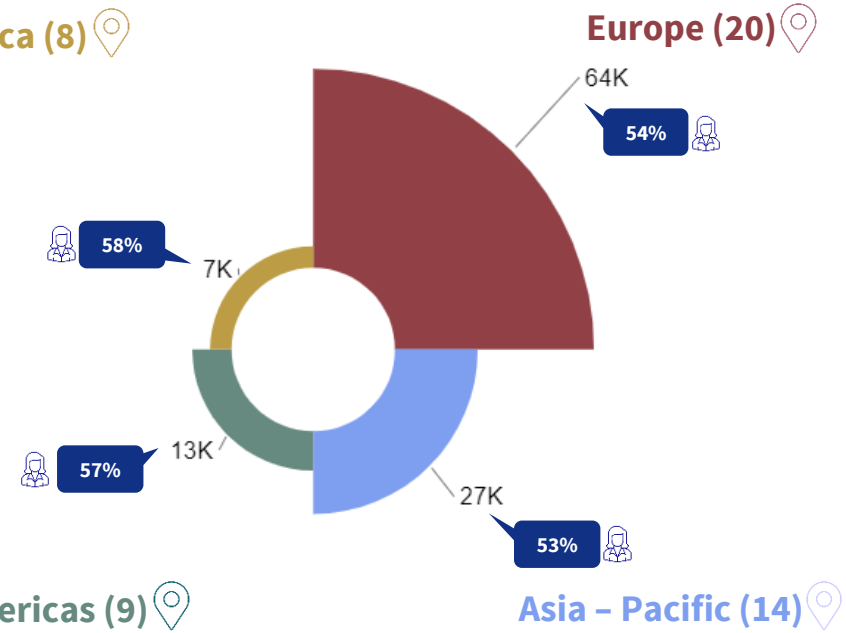


**Africa (8)**

**Americas (9)**

**Europe (20)**

**Asia - Pacific (14)**



% of management positions within the Group

(X) Number of countries

% female salaried workforce

K = thousand



# Headcount of salaried workforce by country

Open ended and fixed-term contracts headcounts

## Europe

COUNTRY *	2022	% Evol.**
France	23,004	1%
United Kingdom	11,386	2%
Germany	9,175	-3%
Switzerland	4,919	-1%
Belgium	3,992	-1%
Spain	3,990	-1%
Italy	2,330	-1%
Ireland	2,249	-1%
Turkey	1,001	6%
Poland	705	1%
Czech Republic	457	8%
Portugal	438	-5%
Luxembourg	322	-2%
Finland	97	-1%
Netherlands	84	9%
Austria	75	4%
Sweden	74	16%
Greece	15	-44%
Norway	9	-10%
Denmark	8	-11%

## Asia - Pacific

COUNTRY *	2022	% Evol.**
Japan	9,431	1%
India	5,678	9%
China	2,938	-1%
Philippines	2,334	-7%
Hong Kong	2,005	-2%
Republic of Korea	1,759	0%
Indonesia	676	-5%
Thailand	591	4%
Malaysia	542	-62%
Singapore	240	-75%
Australia	201	9%
Lebanon	141	-1%
UAE	7	0%
Taiwan	2	0%

## Americas

COUNTRY *	2022	% Evol. **
Mexico	4,821	6%
Colombia	3,849	3%
United States	2,583	1%
Brazil	519	10%
Argentina	331	34%
Canada	292	18%
Chile	60	22%
Panama	43	100%
Peru	2	0%

## Africa

COUNTRY *	2022	% Evol. **
Morocco	4,439	6%
Egypt	1,407	19%
Algeria	474	-2%
Nigeria	343	-4%
Ivory Coast	79	5%
Gabon	67	20%
Senegal	62	0%
Cameroon	56	-3%

AXA's overall salaried workforce on December 31, 2022, was 110,302 employees (open-ended and fixed-term contracts), which represents a decrease of 0.2% compared to 2021. This decrease is mainly due to (i) the disposals of the AXA Malaysia and AXA Singapore businesses and (ii) the evolution of AXA's workforce split between the different markets and transversal operations.

\* Sorted by number of salaried workforce (open-ended and fixed-term contracts) in 2022.

France headcount includes French Polynesia and New Caledonia.

UK headcount includes Bermuda.

Headcount information is displayed on country basis, including all AXA businesses in the country.

\*\* % evolution of headcounts 2022 / 2021

# Profile of salaried workforce

Open-ended contracts only



**105,877**  
Salaried workforce



**54%**  
Female salaried workforce



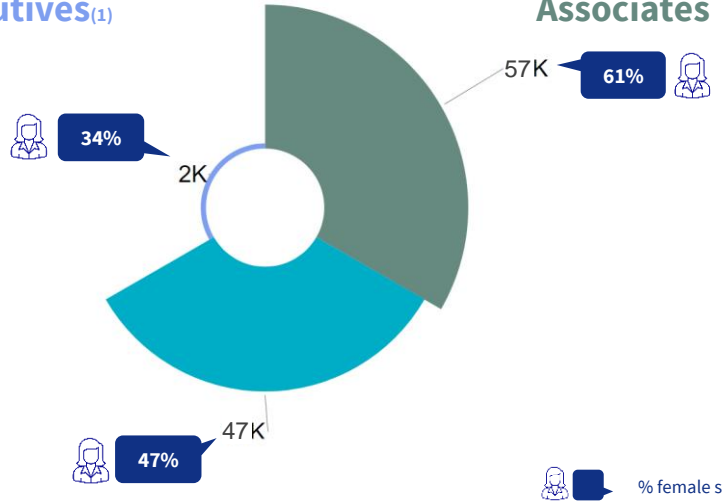
**14%**  
% of sales salaried workforce



**11**  
Average length of service of salaried workforce

## Executives<sup>(1)</sup>

## Associates



## All Professionals<sup>(2)</sup>

% female salaried workforce  
K = thousand



**46%**  
% female in total management



**51%**  
% female sales salaried workforce



**49%**  
% female in management positions in revenue-generating<sup>(3)</sup> functions



**31%**  
% female in STEM-related<sup>(4)</sup> positions



**82%**  
% of women part-time among part-time salaried workforce

(1) **Executives:** Who have senior-level supervisory responsibilities and are positioned in the management hierarchy within two levels of executive management of total management  
 (2) **All Professionals:** Senior Professionals and Professionals. Who have middle- or lower-level supervisory responsibilities and are positioned in the management hierarchy three or more levels from executive management of total middle management  
 (3) **Revenue-generating functions:** Roles that contribute directly to the output of products or services (including sales)  
 (4) **STEM:** Science, technology, engineering and mathematics



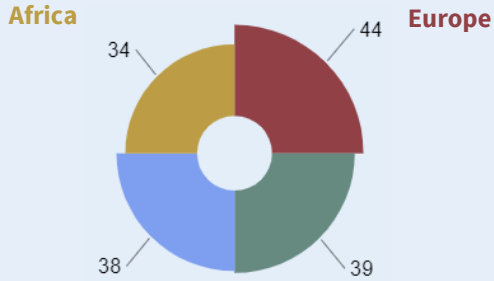
# Profile of salaried workforce

Age groups - Open-ended contracts only



**41 yo.**

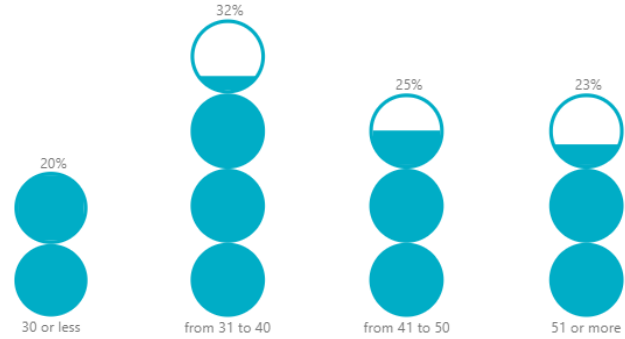
Average age of salaried workforce



Asia - Pacific

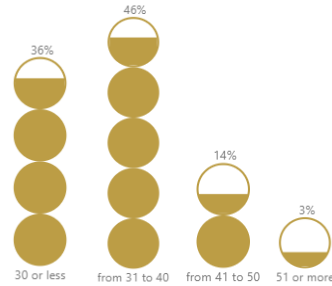
Americas

Average age by continent

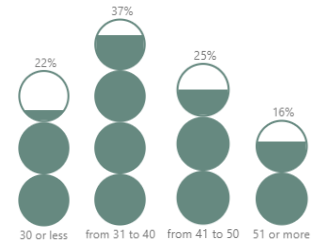


(Age groups as % Total Workforce)

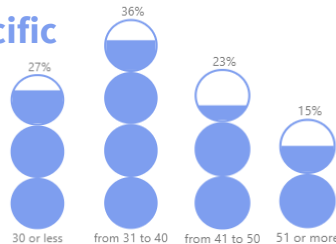
## Africa



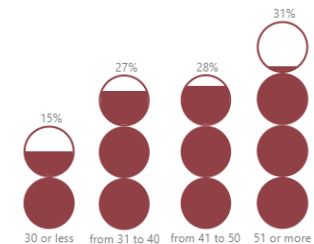
## Americas



## Asia - Pacific



## Europe



# Profile of salaried workforce

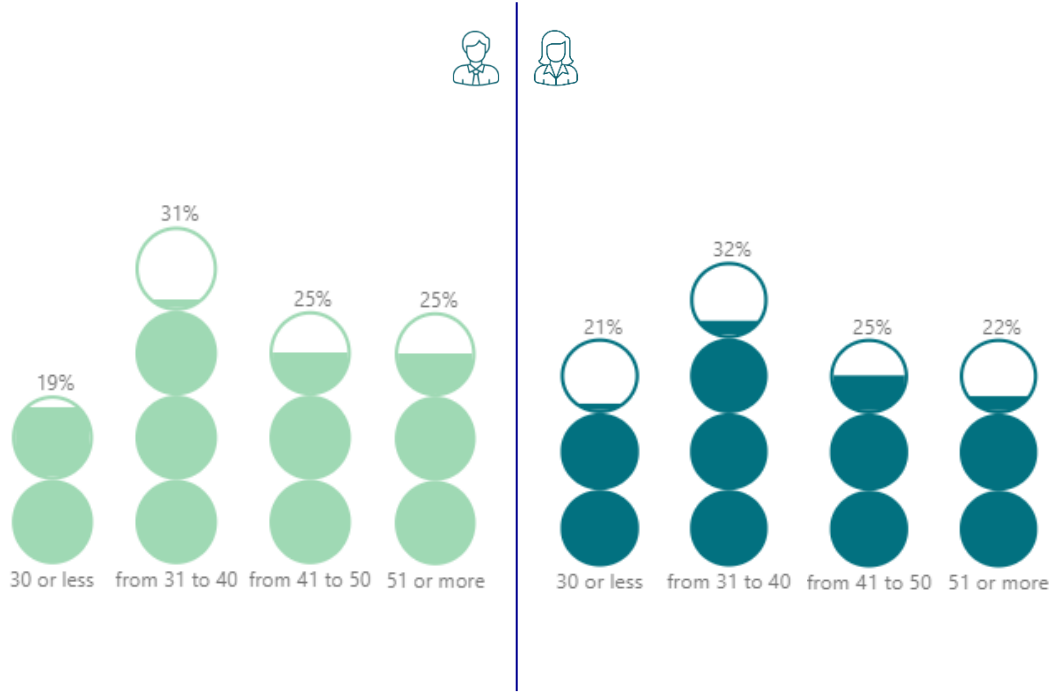
## Age groups by gender - Open-ended contracts only



Average age of salaried workforce

**42 yo.**

**41 yo.**



(Age groups as % Total Workforce by gender split)



# Profile of salaried workforce

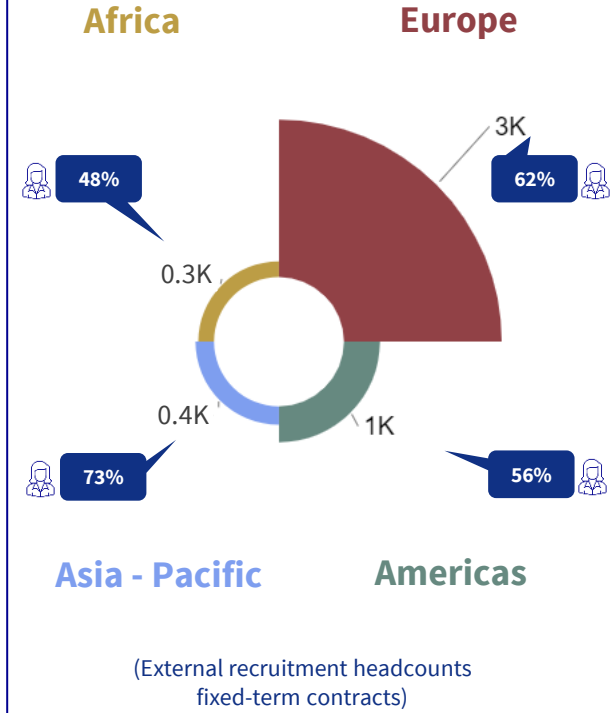
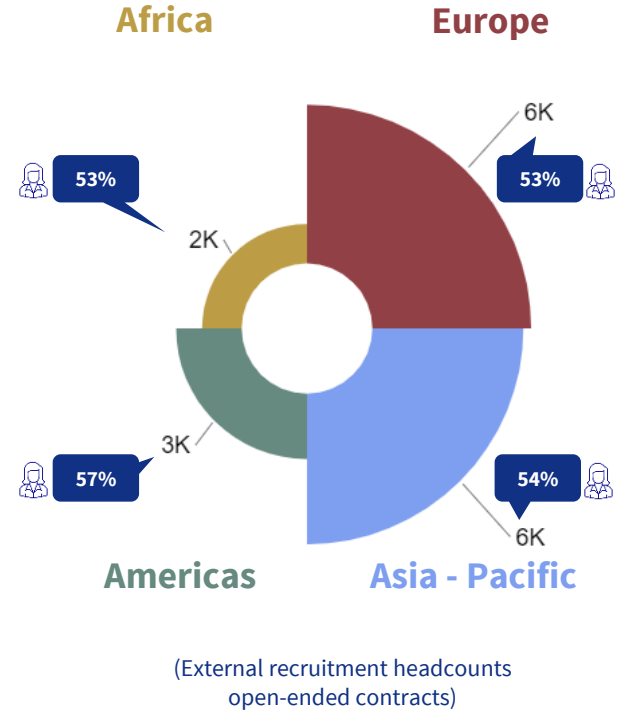
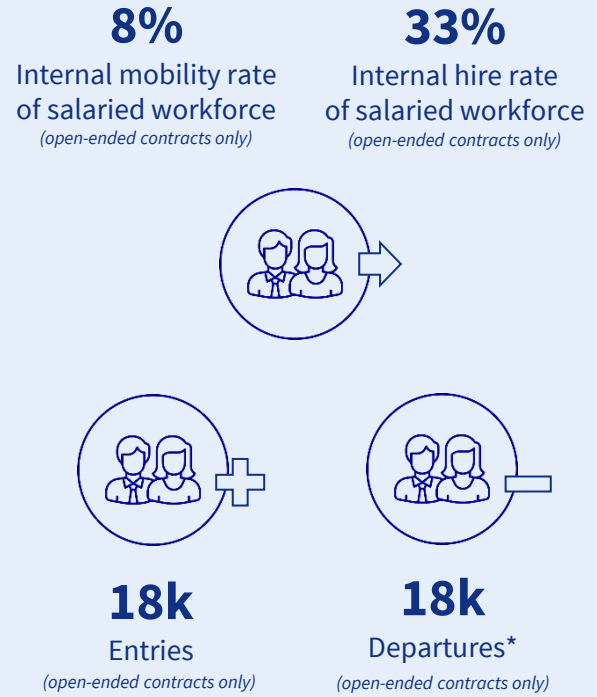
## AXA Group overview

Headcount as of December 31st	2022	2021	2020	2019
<b>Total headcount of salaried workforce (open-ended and fixed-term contract)</b>	<b>110,302</b>	<b>110,477</b>	<b>114,625</b>	<b>120,869</b>
<b>Headcount of salaried workforce (open-ended contract)</b>	<b>105,877</b>	<b>106,128</b>	<b>110,278</b>	<b>115,070</b>
Proportion of women	54%	54%	53%	53%
<b>Executives</b>	<b>1,995</b>	<b>2,016</b>	<b>2,978</b>	<b>3,222</b>
Proportion of women	34%	33%	32%	31%
<b>All Professionals*</b>	<b>46,890</b>	<b>48,394</b>	<b>47,530</b>	<b>50,171</b>
Proportion of women	47%	46%	46%	46%
<b>Associates</b>	<b>56,999</b>	<b>55,717</b>	<b>59,660</b>	<b>61,562</b>
Proportion of women	61%	61%	61%	61%
<b>Headcount of salaried workforce (fixed-term contract)</b>	<b>4,425</b>	<b>4,349</b>	<b>4,347</b>	<b>5,799</b>
Proportion of women	64%	N/A	N/A	N/A



# Workforce dynamics

## Entries & Departures of salaried workforce



# Workforce dynamics

## External Entries - Open-ended contracts only



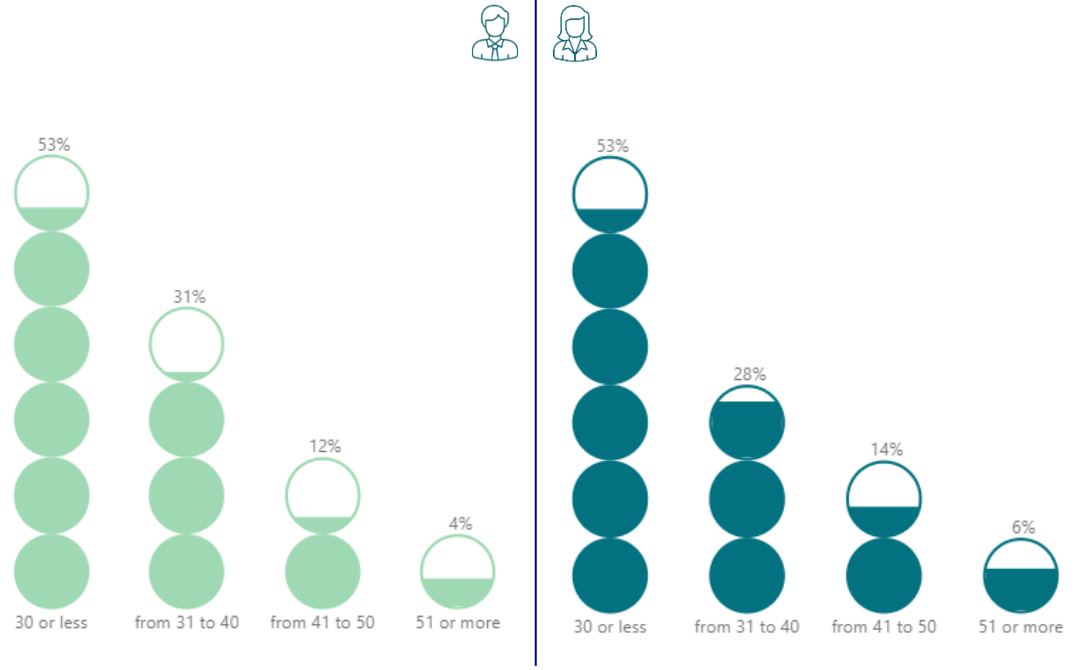
**16k**

External entries\*

**46%**



**54%**



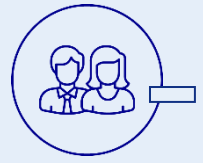
(External recruitment headcounts by range of age as % Total External recruitments, by gender split)

\* The number of fixed-term contracts transformed into open-ended contracts is excluded.

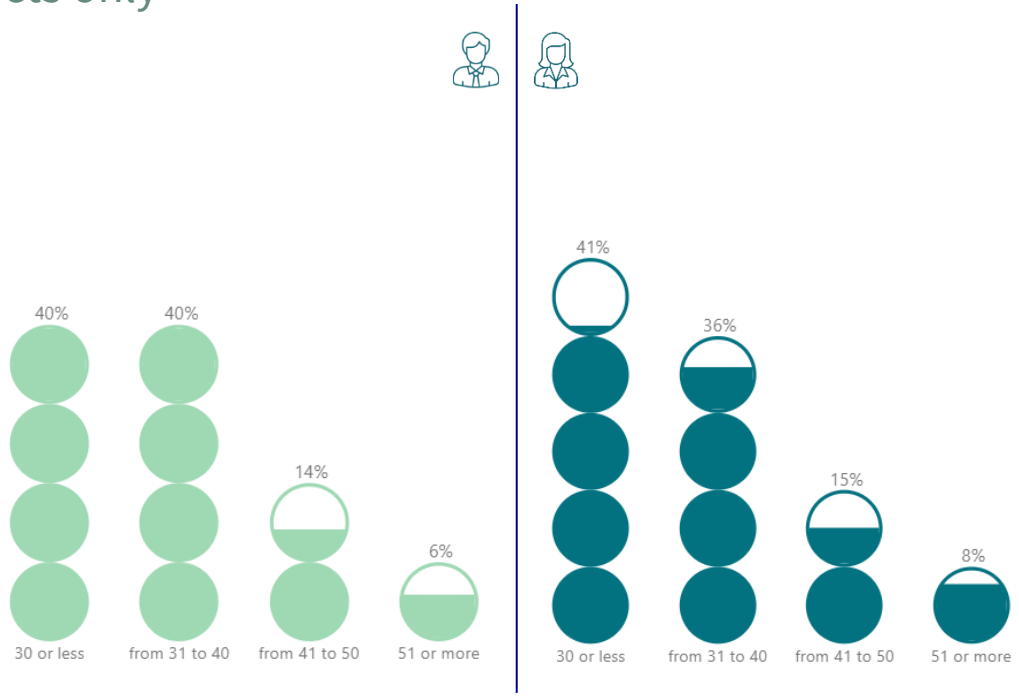


# Workforce dynamics

Departures - Open-ended contracts only



**18k**  
Departures



(Resignation headcounts by range of age as % Total Resignations, by gender split )



# Workforce dynamics

Turnover - Open-ended contracts only



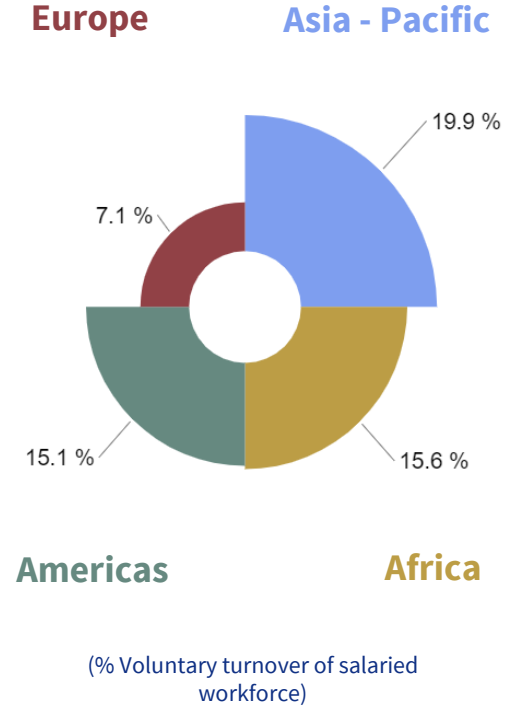
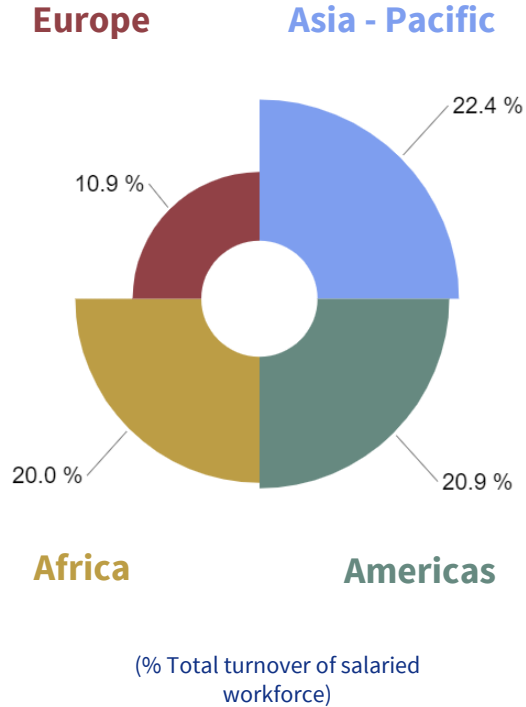
**15.4%**  
Turnover rate\*



**11.6%**  
Voluntary Turnover rate

**2.2%**  
Involuntary Turnover rate

\* Turnover rate includes resignations; collective layoffs + Individual dismissals; retirements and pre-retirements; terminations due to permanent disability or death.



# Workforce dynamics

## Absenteeism - Open-ended contracts only



**4.7%**

Total absenteeism rate

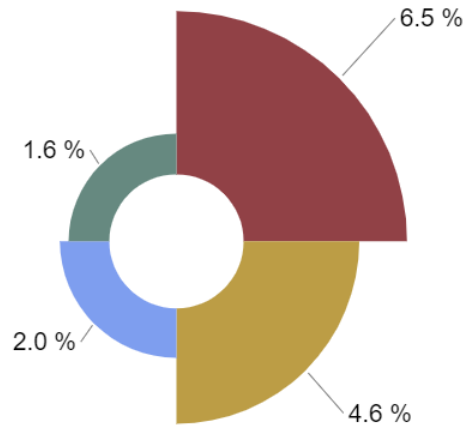


**3.3%**

Total absenteeism rate due to sickness

Americas

Europe



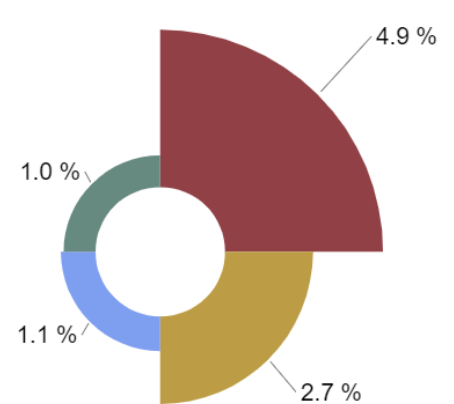
Asia - Pacific

Africa

(% Total absenteeism rate of salaried workforce)

Americas

Europe



Asia - Pacific

Africa

(% Sick absenteeism rate of salaried workforce)

# Workforce dynamics

AXA Group overview – 1/2\*

Movements, Mobility and Employee turnover	2022	2021	2020	2019
<b>Movements of salaried workforce - Net headcount evolution</b> (entries versus departures)	<b>-72</b>	<b>-4,130</b>	<b>-4,640</b>	<b>-8,369</b>
<b>Entries</b>	<b>17,755</b>	<b>14,142</b>	<b>11,516</b>	<b>17,199</b>
Number of external recruitments (incl. Rehires)	15,915	12,508	10,329	15,170
Number of entries following external mergers and acquisitions	111	117	24	61
Number of fixed-term contracts transformed into open-ended contracts	1,729	1,517	1,163	1,968
<b>Departures</b>	<b>17,827</b>	<b>18,272</b>	<b>16,156</b>	<b>15,170</b>
<b>Internal mobility rate of salaried workforce</b>	<b>8.3%</b>	<b>8.3%</b>	<b>7.7%</b>	<b>7.9%</b>
<b>Internal hire rate of salaried workforce</b>	<b>33.1%</b>	<b>38.8%</b>	<b>42.7%</b>	<b>34.7%</b>
<b>Turnover rate of salaried workforce **</b>	<b>15.4%</b>	<b>14.1%</b>	<b>11.4%</b>	<b>15.0%</b>
Voluntary turnover rate	11.6%	9.9%	7.1%	10.4%
Involuntary turnover rate	2.2%	2.7%	2.8%	3.1%
Pre-retirements	1.4%	1.4%	1.4%	1.3%
Terminations due to permanent disability or death	0.2%	0.1%	0.1%	0.2%

\* It concerns open-ended contracts only

\*\*Turnover rate includes resignations; collective layoffs + Individual dismissals; retirements and pre-retirements; terminations due to permanent disability or death

# Workforce dynamics

AXA Group overview – 2/2 \*

## Movements, Mobility and Employee turnover

	2022	2021	2020	2019
<b>Voluntary turnover per age group**</b>				
Aged 30 or less	24.3%	20.5%	N/A	N/A
Aged from 31 to 40	13.8%	11.3%	N/A	N/A
Aged from 41 to 50	6.8%	6%	N/A	N/A
Aged 51 and more	3.4%	2.9%	N/A	N/A
<b>Voluntary turnover per gender***</b>				
Per woman	11.4%	N/A	N/A	N/A
Per man	11.9%	N/A	N/A	N/A

## Absenteeism

<b>Total absenteeism of rate of salaried workforce</b>	<b>4.7%</b>	<b>4.4%</b>	<b>4.1%</b>	<b>4.7%</b>
Absenteeism rate due to sickness	3.3%	3%	2.8%	3.3%
Absenteeism rate due to work-related accident	0.1%	0%	0.1%	0.1%
Absenteeism rate linked to maternity / paternity leave	1.3%	1.4%	1.2%	1.3%

\* It concerns open-ended contracts only

\*\*Voluntary turnover among same range of age total salaried workforce

\*\*\* Voluntary turnover among same gender split total salaried workforce

# Compensation

Open-ended contracts only



**8,354 M€\***  
Total Compensation



**4.2%**  
AXA's employees share capital



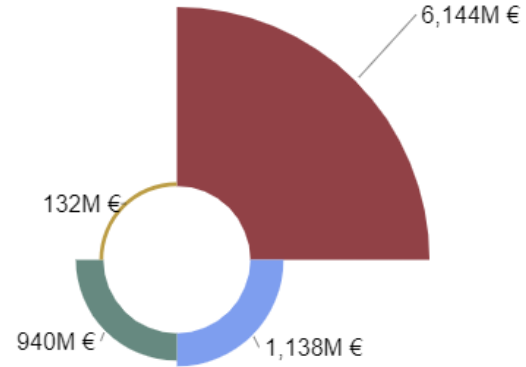
**20%**  
Variable pay



**5.8%**  
AXA's employees voting rights

**Africa**

**Europe**



**Americas**

**Asia - Pacific**

(Total compensation of salaried workforce in M€)



# Compensation

## AXA Group overview\*

	2022	2021	2020	2019
<b>Compensation costs of salaried workforce in Million € **</b>	<b>8,354</b>	<b>8,000</b>	<b>8,146</b>	<b>8,152</b>
<b>Annual gross payroll of salaried workforce in Million €</b>	<b>6,294</b>	<b>6,084</b>	<b>6,260</b>	<b>6,266</b>
Proportion of fixed pay (related to wages)	80%	81%	81%	81%
Proportion of variable pay (related to wages)	20%	19%	19%	19%

\* It concerns open-ended contracts only

\*\* 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

Open-ended contracts only



**810 €**

Average training costs per employee



**85 M€ \***

Learning investment



**100%**

Employees trained



**312,574**

Total training days

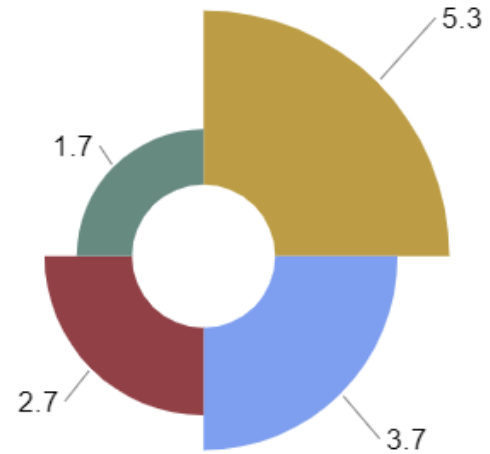
**3 days**

Average training days per salaried workforce



**Americas**

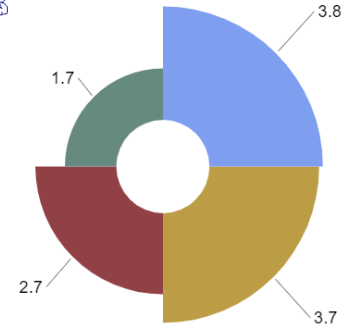
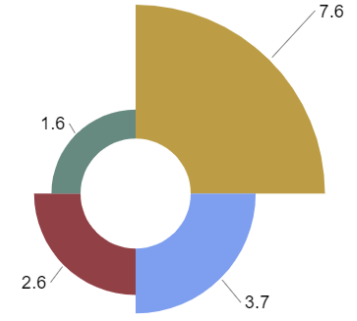
**Africa**



**Europe**

**Asia - Pacific**

(Average training days per employee of salaried workforce)



(Average training days per employee of salaried workforce by gender)



# Learning & Development

## AXA Group overview\*

	2022	2021	2020	2019
<b>Number of training days of salaried workforce</b>	<b>312,574</b>	<b>344,195</b>	<b>335,269</b>	<b>366,448</b>
Average number of training days per salaried workforce	3.0	3.2	3.0	3.2
Average number of training days per salaried woman	2.9	N/A	N/A	N/A
Average number of training days per salaried man	3.1	N/A	N/A	N/A
Percentage of salaried workforce having received at least one training course	100%	100%	100%	100%
<b>Learning investment (in Million €)</b>	<b>85.0M€</b>	<b>77.5M€</b>	<b>70.9M€</b>	<b>91.9M€</b>
Average training costs per employee	810€	721€	635€	803€



### **AXA Group**

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*This document is also available in French.*

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

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