



Group Human Capital 2021



Group HR
2021

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Headcount of salaried workforce by continent

Open ended and fixed-term contracts headcounts



110,477

Salaried workforce
(open-ended and fixed-term contracts)

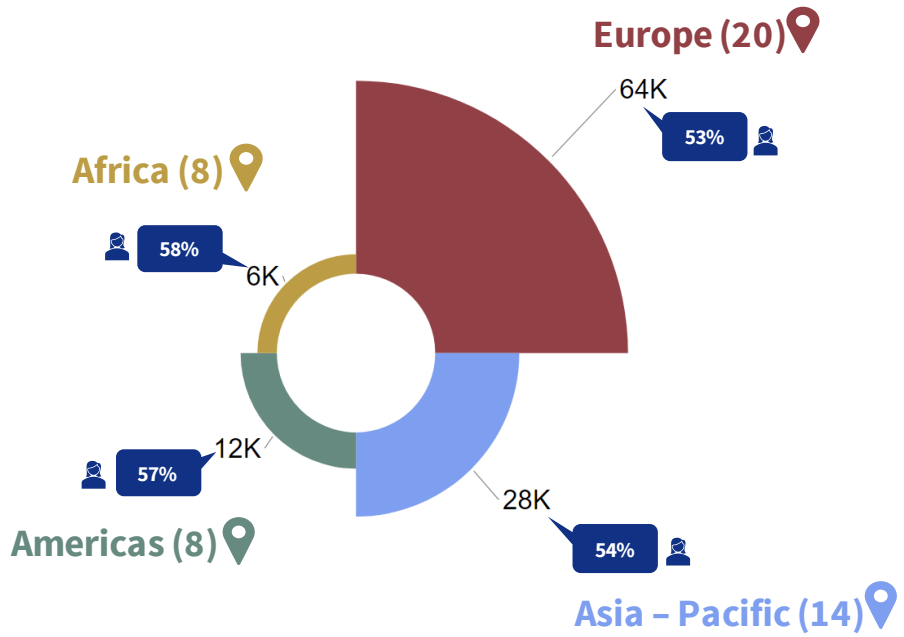
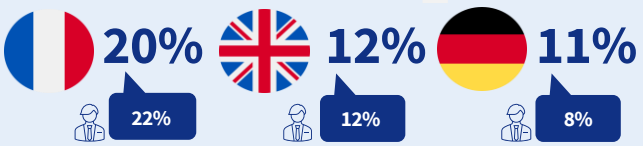


50

Countries



TOP 3 NATIONALITIES



Headcount of salaried workforce by country

Open ended and fixed-term contracts headcounts

Europe

| COUNTRY ** | 2021 | % Var. * |
|----------------|--------|----------|
| France | 22,851 | -1% |
| United Kingdom | 11,217 | -3% |
| Germany | 9,438 | -1% |
| Switzerland | 4,967 | -1% |
| Belgium | 4,039 | -17% |
| Spain | 4,021 | -3% |
| Italy | 2,347 | 3% |
| Ireland | 2,278 | -2% |
| Turkey | 944 | 2% |
| Poland | 633 | 0% |
| Portugal | 463 | 1% |
| Czech Republic | 424 | 1% |
| Luxembourg | 327 | 2% |
| Finland | 98 | -8% |
| Netherlands | 77 | 5% |
| Austria | 72 | -4% |
| Sweden | 64 | 5% |
| Greece | 27 | -92% |
| Norway | 10 | 0% |
| Denmark | 9 | 13% |

Asia - Pacific

| COUNTRY ** | 2021 | % Var. * |
|-------------------|-------|----------|
| Japan | 9,356 | -4% |
| India | 5,221 | -9% |
| China | 2,970 | -1% |
| Philippines | 2,519 | -4% |
| Hong Kong | 2,039 | -3% |
| Republic of Korea | 1,759 | -1% |
| Malaysia | 1,413 | -8% |
| Singapore | 945 | -16% |
| Indonesia | 715 | -11% |
| Thailand | 570 | -2% |
| Australia | 185 | -5% |
| Lebanon | 143 | 1% |
| UAE | 7 | -98% |
| Taiwan | 2 | 0% |

Americas

| COUNTRY ** | 2021 | % Var. * |
|---------------|-------|----------|
| Mexico | 4,543 | 4% |
| Colombia | 3,749 | 5% |
| United States | 2,565 | -3% |
| Brazil | 472 | 0% |
| Argentina | 247 | -7% |
| Canada | 247 | -6% |
| Chile | 49 | -13% |
| Peru | 2 | 0% |

Africa


| COUNTRY ** | 2021 | % Var. * |
|-------------|-------|----------|
| Morocco | 4,177 | 2% |
| Egypt | 1,183 | 18% |
| Algeria | 485 | -3% |
| Nigeria | 357 | 25% |
| Ivory Coast | 75 | -1% |
| Senegal | 62 | 13% |
| Cameroon | 58 | 0% |
| Gabon | 56 | 6% |

AXA's overall salaried workforce on December 31, 2021, was 110,477 employees (open-ended and fixed-term contracts), which represents a decrease of almost 4% compared to 2020. This decrease is mainly due to (i) the disposals of the AXA Greece, AXA Gulf, AXA Bank Belgium businesses and Kamet and (ii) the decrease of AXA's workforce split between the different markets and transversal operations.

* % var. Employee headcounts 2021 / 2020
 ** Sorted by number of salaried workforce (open-ended and fixed-term contracts) in 2021.
 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.


Profile of salaried workforce

Open-ended contracts only




106,128

Salaried workforce




54%

Female salaried workforce



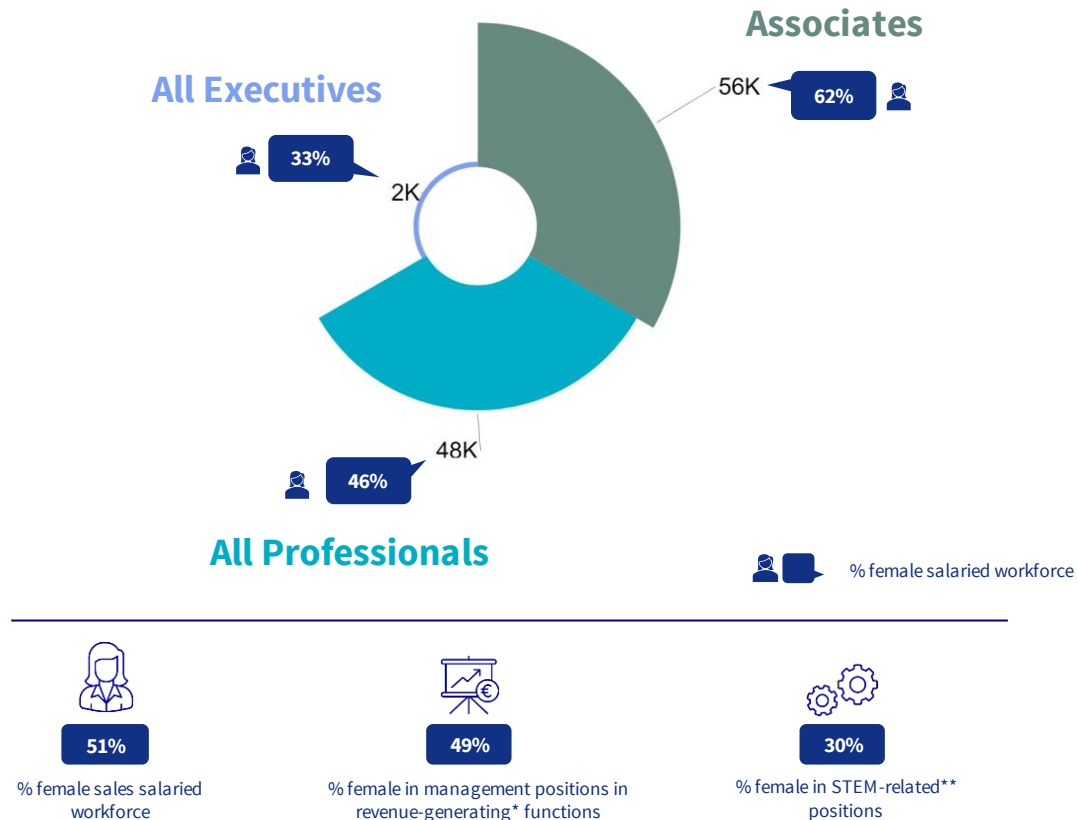
14%

% of sales salaried workforce



11

Average length of service of salaried workforce



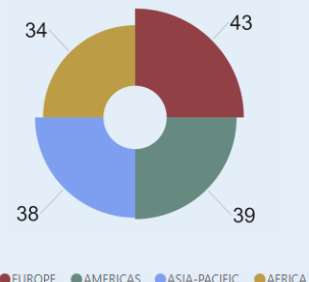
Profile of salaried workforce

Age groups - Open-ended contracts only

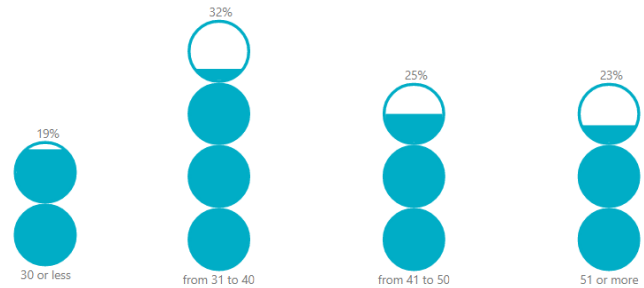


41 yo.

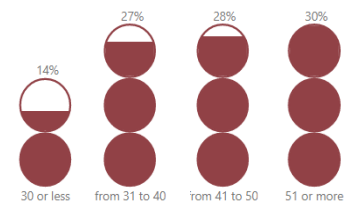
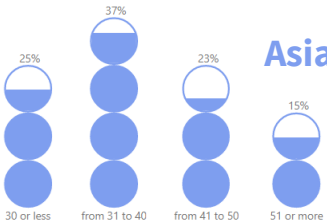
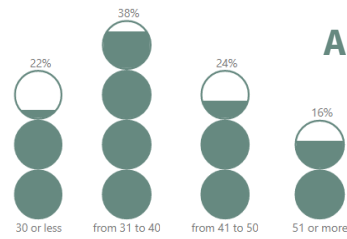
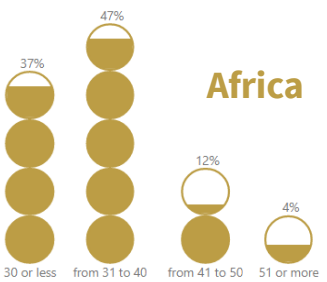
Average age
of salaried workforce



Average age by continent



(Age groups as % Total Workforce)



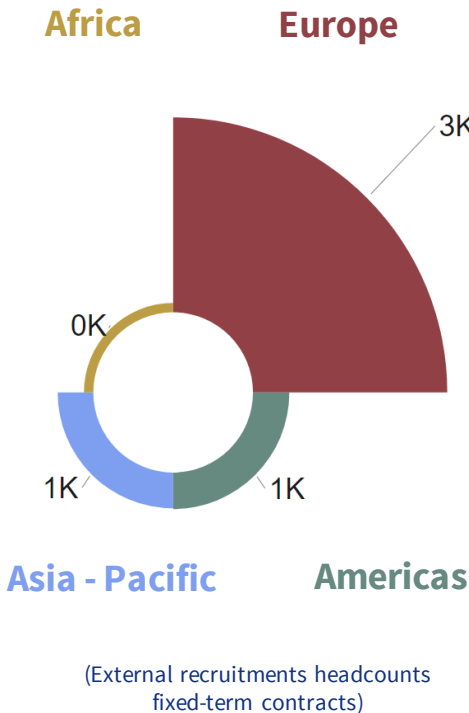
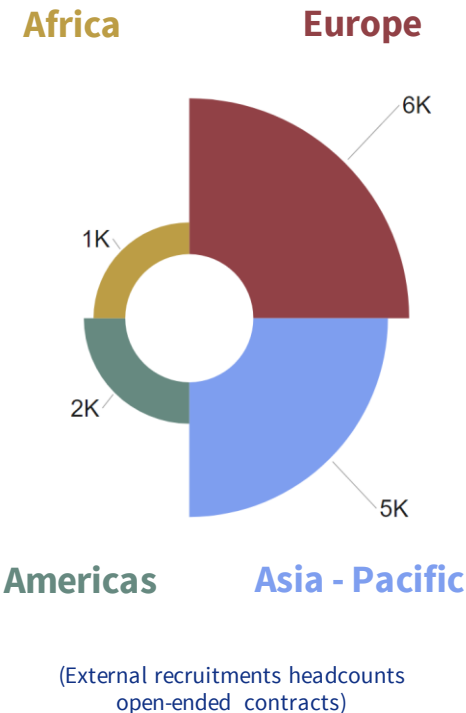
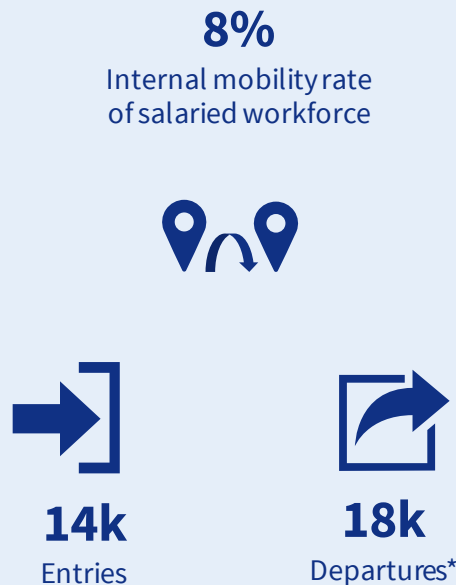
Profile of salaried workforce

Group overview

| Headcount as of December 31st | 2021 | 2020 | 2019 |
|----------------------------------------------------------------------------|---------|---------|---------|
| Total headcount of salaried workforce (open-ended and fixed-term contract) | 110,477 | 114,625 | 120,869 |
| Headcount of salaried workforce (open-ended contract) | 106,128 | 110,278 | 115,070 |
| Proportion of women | 54% | 53% | 53% |
| All Executives | 2,016 | 2,978 | 3,222 |
| Proportion of women | 33% | 32% | 31% |
| All Professionals | 48,394 | 47,530 | 50,171 |
| Proportion of women | 46% | 46% | 46% |
| Associates | 55,717 | 59,660 | 61,562 |
| Proportion of women | 61% | 61% | 61% |

Workforce dynamics

Entries & Departures - Open-ended contracts only



* 3k departures correspond to businesses disposals during 2021

Workforce dynamics

Turnover - Open-ended contracts only



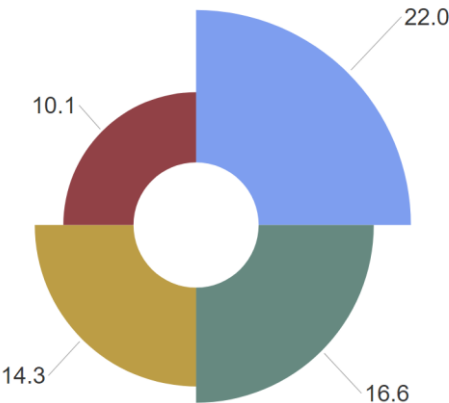
14%
Turnover
rate

9.9%
Voluntary Turnover
rate



2.7%
Involuntary Turnover
rate

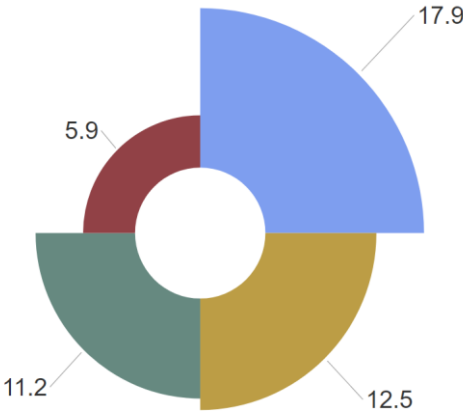
EuropeAsia - Pacific



AfricaAmericas

(% Total turnover of salaried workforce open-ended contract)

EuropeAsia - Pacific



AmericasAfrica

(% Voluntary turnover of salaried workforce open-ended contract)

Workforce dynamics

Absenteeism - Open-ended contracts only



4.4%

Total absenteeism rate

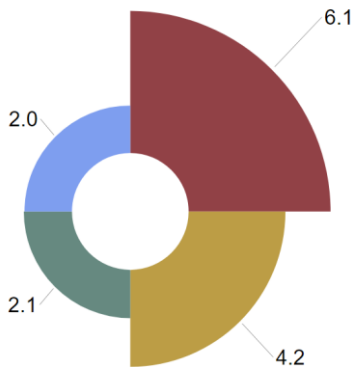


3.0%

Total absenteeism rate
due to sickness

Asia - Pacific

Europe



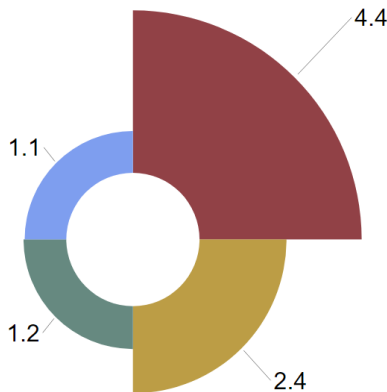
Americas

Africa

(% Total absenteeism rate per
continent)

Asia - Pacific

Europe



Americas

Africa

(% Sick absenteeism rate per
continent)

Workforce dynamics

Group overview – 1/2

Movements, Mobility and Employee turnover

| | 2021 | 2020 | 2019 |
|----------------------------------------------------------------------------------------------|---------------|---------------|---------------|
| Movements of salaried workforce - Net headcount evolution (entries versus departures) | -4,130 | -4,640 | -8,369 |
| Entries | 14,142 | 11,516 | 17,199 |
| Departures | 18,272 | 16,156 | 15,170 |
| Internal mobility rate of salaried workforce | 8% | 8% | 8% |
| Turnover rate of salaried workforce * | 14% | 11% | 15% |
| Voluntary turnover rate | 9.9% | 7.1% | 10.4% |
| Involuntary turnover rate | 2.7% | 2.8% | 3.1% |
| Pre-retirements | 1.4% | 1.4% | 1.3% |
| Voluntary turnover per age group | | | |
| Aged 30 or less | 20.5% | N/A | N/A |
| Aged from 31 to 40 | 11.3% | N/A | N/A |
| Aged from 41 to 50 | 6% | N/A | N/A |
| Aged 51 and more | 2.9% | N/A | N/A |

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

Workforce dynamics

Group overview – 2/2

| Absenteeism | 2021 | 2020 | 2019 |
|--------------------------------------------------------|-------------|-------------|-------------|
| Total absenteeism of rate of salaried workforce | 4.4% | 4.1% | 4.7% |
| Absenteeism rate due to sickness | 3% | 2.8% | 3.3% |
| Absenteeism rate due to work related accident | 0% | 0.1% | 0.1% |
| Absenteeism rate linked to maternity / paternity leave | 1.4% | 1.2% | 1.3% |

Compensation



8,000 M€
Total Compensation



4.2%
AXA ´s employees
share capital



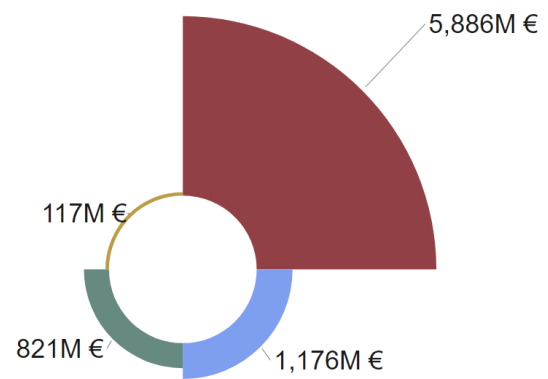
19%
Variable pay



5.7%
AXA ´s employees
voting rights

Africa

Europe



Americas

Asia - Pacific

(Total compensation)

Compensation

Group overview

| | 2021 | 2020 | 2019 |
|---------------------------------------------------------|-------|-------|-------|
| Compensation costs of salaried workforce in Million € * | 8,000 | 8,146 | 8,152 |
| Annual gross payroll of salaried workforce in Million € | 6,084 | 6,260 | 6,266 |
| Proportion of fixed pay (related to wages) | 81% | 81% | 81% |
| Proportion of variable pay (related to wages) | 19% | 19% | 19% |

*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

77.5 M€

Learning investment





3.2 days

Average training days
per employee

721 €

Average training costs
per employee

344,195

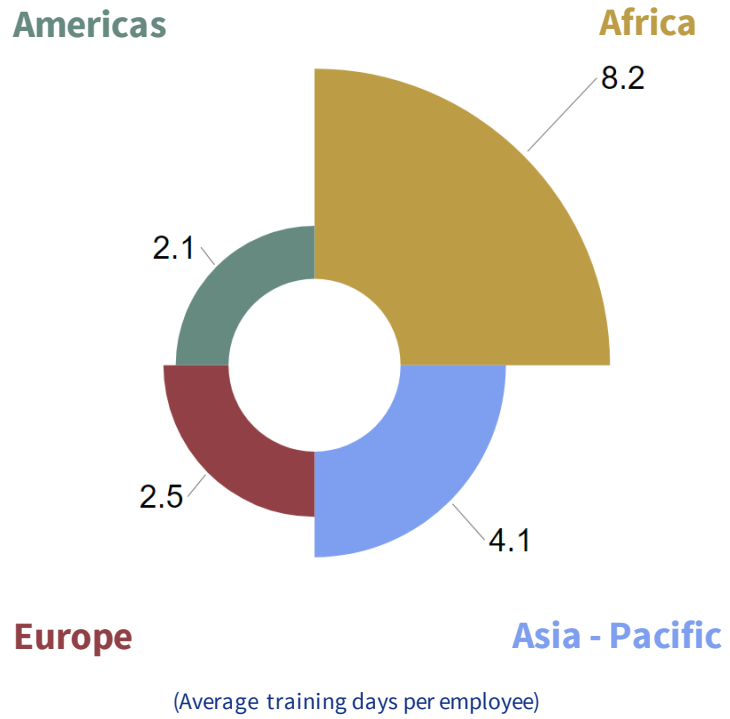


Total training days



100%

Employees trained



Learning & Development

Group overview

| | 2021 | 2020 | 2019 |
|-------------------------------------------------------------------------------|----------------|----------------|----------------|
| Number of training days of salaried workforce | 344,195 | 335,269 | 366,448 |
| Average number of training days per salaried workforce | 3.2 | 3.0 | 3.2 |
| Percentage of salaried workforce having received at least one training course | 100% | 100% | 100% |
| Learning investment | 77.5M€ | 70.9M€ | 91.9M€ |
| Average training costs per employee | 721€ | 635€ | 803€ |



AXA Group

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This document is also available in French.

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