Table of content

Group Human Capital 2021

1. Headcount of salaried workforce ........................................ P. 03
2. Profile of salaried workforce .............................................. P. 05
3. Workforce Dynamics .......................................................... P. 08
4. Compensation ................................................................... P. 13
5. Learning & Development .................................................... P. 15
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

More than 135
nationalities worldwide

TOP 3 NATIONALITIES

France (20%)
United Kingdom (12%)
Germany (11%)

22% 12% 8%

20% 12% 58%

12% 57% 58%

8% 54% 53%

Europe (20)
Africa (8)
Americas (8)
Asia – Pacific (14)

% part of management positions within the Group
Number of countries
% female salaried workforce
### Headcount of salaried workforce by country

#### Open ended and fixed-term contracts headcounts

<table>
<thead>
<tr>
<th>Europe</th>
<th>Asia - Pacific</th>
<th>Americas</th>
<th>Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>COUNTRY **</td>
<td>2021</td>
<td>% Var. *</td>
<td>COUNTRY **</td>
</tr>
<tr>
<td>France</td>
<td>22,851</td>
<td>-1%</td>
<td>Japan</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>11,217</td>
<td>-3%</td>
<td>India</td>
</tr>
<tr>
<td>Germany</td>
<td>9,438</td>
<td>-1%</td>
<td>China</td>
</tr>
<tr>
<td>Switzerland</td>
<td>4,967</td>
<td>-1%</td>
<td>Philippines</td>
</tr>
<tr>
<td>Belgium</td>
<td>4,039</td>
<td>-17%</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>Spain</td>
<td>4,021</td>
<td>-3%</td>
<td>Republic of Korea</td>
</tr>
<tr>
<td>Italy</td>
<td>2,347</td>
<td>3%</td>
<td>Malaysia</td>
</tr>
<tr>
<td>Ireland</td>
<td>2,278</td>
<td>-2%</td>
<td>Singapore</td>
</tr>
<tr>
<td>Turkey</td>
<td>944</td>
<td>2%</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Poland</td>
<td>633</td>
<td>0%</td>
<td>Thailand</td>
</tr>
<tr>
<td>Portugal</td>
<td>463</td>
<td>1%</td>
<td>Australia</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>424</td>
<td>1%</td>
<td>Lebanon</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>327</td>
<td>2%</td>
<td>UAE</td>
</tr>
<tr>
<td>Finland</td>
<td>98</td>
<td>-8%</td>
<td>Taiwan</td>
</tr>
<tr>
<td>Netherlands</td>
<td>77</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Austria</td>
<td>72</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>Sweden</td>
<td>64</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Greece</td>
<td>27</td>
<td>-92%</td>
<td></td>
</tr>
<tr>
<td>Norway</td>
<td>10</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Denmark</td>
<td>9</td>
<td>13%</td>
<td></td>
</tr>
</tbody>
</table>

* % 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.

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.
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

% female salaried workforce

33%
All Executives

46%
All Professionals

51%
% female sales salaried workforce

49%
% female in management positions in revenue-generating* functions

30%
% female in STEM-related** positions

*Roles that contribute directly to the output of products or services (including sales)  **STEM: Science, technology, engineering and mathematics
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

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

Entries & Departures - Open-ended contracts only

- **8%** Internal mobility rate of salaried workforce

- **14k** Entries
- **18k** Departures*

**Headcount of salaried workforce**
- **Africa**
  - 1K
  - 2K
  - 6K

- **Europe**
  - 5K

- **Americas**
  - 1K

- **Asia - Pacific**
  - 1K

**External recruitments headcounts**
- **Africa**
  - 3K

- **Europe**
  - 0K

- **Americas**
  - 1K

- **Asia - Pacific**
  - 1K

*3k departures correspond to businesses disposals during 2021*
Workforce dynamics

Turnover - Open-ended contracts only

9.9% Voluntary Turnover rate

14% Turnover rate

2.7% Involuntary Turnover rate

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

((% 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

(%) Total absenteeism rate per continent

(%) Sick absenteeism rate per continent
# Workforce dynamics

## Group overview – 1/2

## Movements, Mobility and Employee turnover

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Movements of salaried workforce - Net headcount evolution</strong> (entries versus departures)</td>
<td>-4,130</td>
<td>-4,640</td>
<td>-8,369</td>
</tr>
<tr>
<td>Entries</td>
<td>14,142</td>
<td>11,516</td>
<td>17,199</td>
</tr>
<tr>
<td>Departures</td>
<td>18,272</td>
<td>16,156</td>
<td>15,170</td>
</tr>
<tr>
<td><strong>Internal mobility rate of salaried workforce</strong></td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Turnover rate of salaried workforce</strong> *</td>
<td>14%</td>
<td>11%</td>
<td>15%</td>
</tr>
<tr>
<td>Voluntary turnover rate</td>
<td>9.9%</td>
<td>7.1%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Involuntary turnover rate</td>
<td>2.7%</td>
<td>2.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Pre-retirements</td>
<td>1.4%</td>
<td>1.4%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

### Voluntary turnover per age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged 30 or less</td>
<td>20.5%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Aged from 31 to 40</td>
<td>11.3%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Aged from 41 to 50</td>
<td>6%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Aged 51 and more</td>
<td>2.9%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Total absenteeism of rate of salaried workforce</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Absenteeism rate due to sickness</strong></td>
<td>3%</td>
<td>2.8%</td>
<td>3.3%</td>
</tr>
<tr>
<td><strong>Absenteeism rate due to work related accident</strong></td>
<td>0%</td>
<td>0.1%</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>Absenteeism rate linked to maternity / paternity leave</strong></td>
<td>1.4%</td>
<td>1.2%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>
Compensation

8,000 M€
Total Compensation

4.2%
AXA’s employees share capital

19%
Variable pay

5.7%
AXA’s employees voting rights

8,000 M€
Total Compensation

4.2%
AXA’s employees share capital

19%
Variable pay

5.7%
AXA’s employees voting rights

Africa

Europe

117 M €
821 M €
1,176 M €

5,886 M €

Americas

Asia - Pacific

(Total compensation)
## Compensation

### Group overview

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation costs of salaried workforce in Million € *</td>
<td>8,000</td>
<td>8,146</td>
<td>8,152</td>
</tr>
<tr>
<td>Annual gross payroll of salaried workforce in Million €</td>
<td>6,084</td>
<td>6,260</td>
<td>6,266</td>
</tr>
<tr>
<td>Proportion of fixed pay (related to wages)</td>
<td>81%</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>Proportion of variable pay (related to wages)</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
</tr>
</tbody>
</table>

*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

721 €
Average training costs per employee

3.2 days
Average training days per employee

344,195
Total training days

100%
Employees trained

(Average training days per employee)
### Learning & Development

#### Group overview

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of training days of salaried workforce</strong></td>
<td>344,195</td>
<td>335,269</td>
<td>366,448</td>
</tr>
<tr>
<td><strong>Average number of training days per salaried workforce</strong></td>
<td>3.2</td>
<td>3.0</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Percentage of salaried workforce having received at least one training course</strong></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Learning investment</strong></td>
<td>77.5M€</td>
<td>70.9M€</td>
<td>91.9M€</td>
</tr>
<tr>
<td><strong>Average training costs per employee</strong></td>
<td>721€</td>
<td>635€</td>
<td>803€</td>
</tr>
</tbody>
</table>
AXA Group
25, Avenue Matignon - 75008 Paris - France
Group Human Resources (Data & Insights)

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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