

AXA Assistance

European Works Council

MADRID – 2 April 2014



ASSISTANCE

redefining / service

AXA ASSISTANCE EUROPEAN AGREEMENT

Jobs /Resources balance

The AXA Assistance European Agreement has been signed with the objective to preserve the employment within AXA Assistance in Europe, given the transformation project of the company with heightened market competition

	End of 2011	End of 2012	End of 2013*	End of 2014**
Europe	3190	3339	3335	3323

*without White Concierge FTE

** projection

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Mobilities Results

2012

DZ	Nb of mobilities within the DZ	Nb of outgoing mobilities with an AXA Assistance entity	Nb of outgoing mobilities with an AXA entity	Total
ATI	32	13	0	45
AXA Assistance France	72	0	19	91
AXA Assistance Germany	21	1	0	22
AXA Assistance Ireland	1	0	0	1
AXA Assistance Portugal	1	0	0	1
AXA Assistance UK	19	2	0	21
Czech Republic	23	0	0	23
IPA Belgium	12	0	0	12
IPA Greece	8	0	0	8
IPA Italy	65	0	0	65
IPA Poland	38	1	0	39
IPA Spain	49	4	0	53
TAI	6	0	0	6
Total	347	21	19	387

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Mobilities Results

2013

DZ	Nb of mobilities within the DZ	Nb of outgoing mobilities with an AXA Assistance entity	Nb of outgoing mobilities with an AXA entity	Total
ATI	38	4	0	42
AXA Assistance France	24	5	13	42
AXA Assistance Germany	24	2	0	26
AXA Assistance Ireland	1	0	0	1
AXA Assistance Portugal	15	0	0	15
AXA Assistance UK	54	8	16	78
Czech Republic	17	0	0	17
IPA Belgium	9	0	0	9
IPA Greece	6	0	0	6
IPA Italy	32	1	1	34
IPA Poland	17	0	0	17
IPA Spain	25	3	0	28
White Concierge	1	2	0	3
Total	263	25	30	318

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Evolution of the mindset

As anticipated, this agreement has helped us to transform the way we work

- **More exchanges between operations and HR departments to anticipate the workforce needs and evolution,**
- **More dialogue between the CEO's and the unions,**
- **More HR involvement in the strategic discussions.**

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Focus on Jobs Observatory

- **The European Jobs Observatory project was initiated with the objective to preserve the employability of AXA Assistance staff members**
- **This Jobs Observatory aims to give employees a better view of:**
 - **Jobs evolution**
 - **Future Skills needed**

And therefore, support them in such changes

- **HR people have been invited in September 2013 for a Jobs Observatory presentation**
- **They are now supposed to adapt the Jobs Observatory document to their specific context and to define an action plan to support employees likely to be affected by the expected changes**

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Focus on Jobs Observatory

A COMMUNICATION TOOLKIT has been prepared and sent to ease communication to DZ employees.

This communication toolkit was composed of:

- **A ready-to-use article**
- **A poster**
- **A correspondant guide for HR & COM people**
- **A video with Lionel Jullien's message**

AXA ASSISTANCE EUROPEAN AGREEMENT FUTURE

- **Despite the fact that European Transformation programs have been already deployed, local transformation projects could have impact on employment.**
- **Digitalization of operations will permit AXA Assistance to gain productivity and could also have an impact on our future needs.**
- **HR people will have to continue to think with a long term vision to build the future Workforce, with the help of our Jobs Observatory.**