

1.1.8.3 Responsible Employer

a. Airbus' Workforce

As of 31 December 2017, Airbus' workforce amounted to 129,442 employees (compared to 133,782 employees in 2016), 95.8% of which consisted of full-time employees. These statistics take into account consolidation effects and perimeter changes throughout 2017. Depending on country and hierarchy level, the average working time is between 35 and 40 hours per week.

In 2017, 7,318 employees worldwide were welcomed into Airbus (compared to 7,532 in 2016 and 5,266 in 2015). At the same time, 5,151 employees left Airbus including partial retirements (compared to 4,698 in 2016 and 4,870 in 2015).

In terms of nationalities, 37.3% of Airbus' employees are from France, 32.1% from Germany, 9.4% from the UK and 9.8% from Spain. US nationals account for 1.9% of employees. The remaining 9.6% are employees coming from a total of 127 other countries. In total, 92.1% of Airbus' active workforce is located in Europe on more than 100 sites.

Workforce by Division and Geographic Area

The tables below provide a breakdown of Airbus' employees by Division and geographic area, as well as by age, including the percentage of part-time employees.

| Employees by Division | 31 December 2017 | 31 December 2016 | 31 December 2015 |
|-----------------------------------|------------------|------------------|------------------|
| Airbus Commercial Aircraft ✓ | 74,542 | 73,852 | 72,816 |
| Airbus Helicopters ✓ | 20,161 | 22,507 | 22,520 |
| Airbus Defence and Space ✓ | 32,171 | 34,397 | 38,206 |
| Airbus former HQ ⁽¹⁾ ✓ | 2,568 | 3,026 | 3,032 |
| Group Total ✓ | 129,442 | 133,782 | 136,574 |

(1) "Airbus former HQ" includes Headquarters, Shared Services and Innovation Works.

| Employees by geographic area | 31 December 2017 | 31 December 2016 | 31 December 2015 |
|------------------------------|------------------|------------------|------------------|
| France ✓ | 47,865 | 47,963 | 50,810 |
| Germany ✓ | 44,214 | 46,713 | 47,796 |
| Spain ✓ | 13,177 | 12,682 | 12,521 |
| UK ✓ | 11,304 | 12,020 | 12,157 |
| US ✓ | 2,707 | 2,829 | 2,821 |
| Other Countries ✓ | 10,175 | 11,575 | 10,469 |
| Group Total ✓ | 129,442 | 133,782 | 136,574 |

| % Part time employees | 31 December 2017 | 31 December 2016 | 31 December 2015 |
|-----------------------|------------------|------------------|------------------|
| Group Total ✓ | 4.2% | 4.1% | 3.9% |

| Active Workforce by contract type | 31 December 2017 | 31 December 2016 | 31 December 2015 |
|-----------------------------------|------------------|------------------|------------------|
| Unlimited contract ✓ | 126,534 | 131,153 | 133,650 |
| Limited contract > 3 months ✓ | 2,908 | 2,629 | 2,924 |

| <i>% Active Workforce by Age</i> | 31 December 2017 | 31 December 2016 | 31 December 2015 |
|----------------------------------|-------------------------|------------------|------------------|
| <20 ✓ | 0.1% | 0.2% | 0.2% |
| 20-29 ✓ | 10.1% | 10.4% | 10.6% |
| 30-39 ✓ | 29.4% | 29.5% | 29.7% |
| 40-49 ✓ | 28.4% | 27.9% | 27.9% |
| 50-59 ✓ | 26.8% | 27.1% | 27.1% |
| 60+ ✓ | 5.1% | 4.9% | 4.6% |

| | 31 December 2017 | 31 December 2016 | 31 December 2015 |
|---------------------------|-------------------------|------------------|------------------|
| Employee Turnover Rate* ✓ | 4.0% | 3.6% | 3.6% |

✓ Data audited by Ernst & Young et Associés. Limited assurance report is available on www.airbus.com.

* The turnover rate does not include departures of the non-active workers.

Airbus' headcount reporting includes all consolidated companies worldwide. The internationally comparative figures are based on the active workforce, *i.e.* the number of permanent and short-term employees, irrespective of their individual working times. The headcount is calculated according to the consolidation quota of the respective companies.

The scope for Human Resource (HR) structure reporting covers about 97% of Airbus' consolidated companies, including all employees of these companies, irrespective of their individual consolidation quota (except for the part time employee indicator where coverage is 96%). This includes employees working for the Company or its subsidiaries in France, Germany, Spain, Great Britain and internationally. In total, about 3% of the companies belonging to Airbus – usually recently acquired – are not included in the scope, as no detailed employee data is available at Group level. The coverage rate is calculated on the basis of the number of employees (active work force).

For more details on Scope and Methodology, please refer to the Airbus website at <http://www.airbus.com>.

b. Human Capital Management, Labour Relations and Human Rights

Airbus' workforce is managed by the HR function thanks to a set of HR policies and a strong labour structure. HR policies are discussed and agreed with social partners through continuous and regular meeting at global and local levels. The current priorities of the Airbus' HR function are:

- to ensure that the Company can attract, develop and retain a world-class competent, motivated and flexible workforce, which fits current and future business requirements;
- to facilitate diversity, continuous integration and internationalisation of Airbus and contribute to a common culture based on strong company values;
- to be a global employer of choice and an innovative, inclusive and engaging place to work for all employees.

HR places people at the heart of Airbus' future success.

Labour Relations

Wherever it operates, Airbus wishes to grow its economic success in consideration of common principles and standards consistent with International Labour Organisation (ILO) conventions, the OECD Guidelines for Multinational Enterprises and the principles laid down by the UN Global Compact, which the Company has adopted. The principles are in compliance with the Airbus Standards of Business Conduct and with the International Framework Agreement signed in 2005.

In the International Framework Agreement, Airbus reaffirms its willingness to respect the regulation regarding fundamental human rights, equal opportunities, free choice of employment, as well as prohibition of child labour and respect and ensuring the conditions for industrial dialogue.

Airbus in particular intends, via its agreements, to respect the disposition of the following ILO conventions: numbers 111 (discrimination – employee and occupation), 100 (equal remuneration), 135 (workers' representatives), 29 (forced labour), 105 (abolition of forced labour), 182 (child labour), 138 (minimum age), 87 (freedom of association and protection of the right to organise) and 98 (right to organise and collective bargaining).

The head of each business is responsible for ensuring compliance with these principles and will take appropriate measures to ensure their implementation.

The employees of Airbus will be informed, either orally or in writing, of all the provisions of this framework agreement, in accordance with the relevant legal form and/or local practice.

The provisions of this framework agreement define Airbus' standards to be applied wherever Airbus operates, insofar as more favourable conditions do not exist already. Airbus central management shall take appropriate measures to eliminate any breach of the aforesaid principles.

Airbus is in continuous dialogue with social partners on its sites in Europe, principally through meetings with management at the European Committee level but also through meetings and