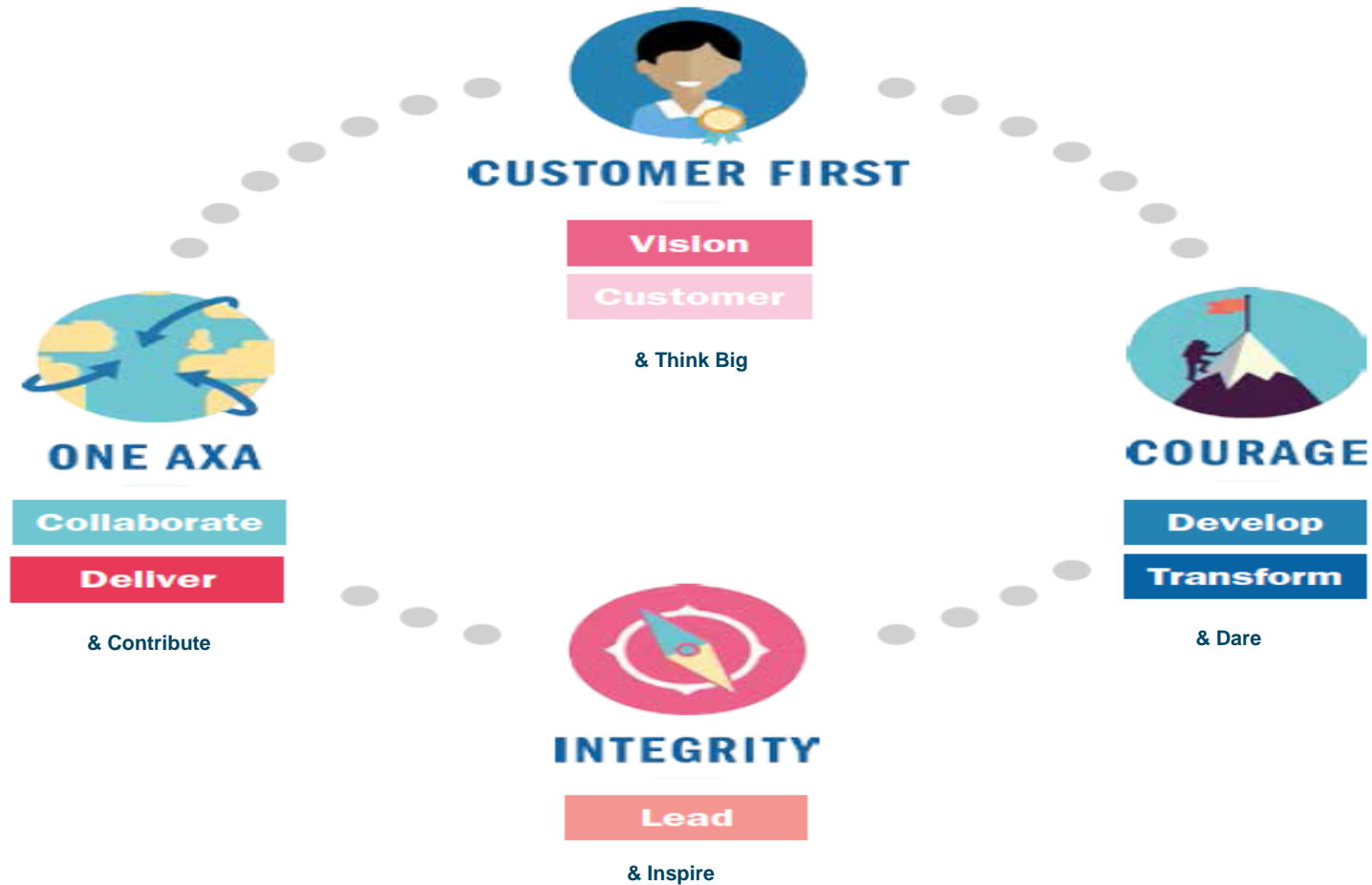




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New AXA Values and Dimensions

New AXA Values

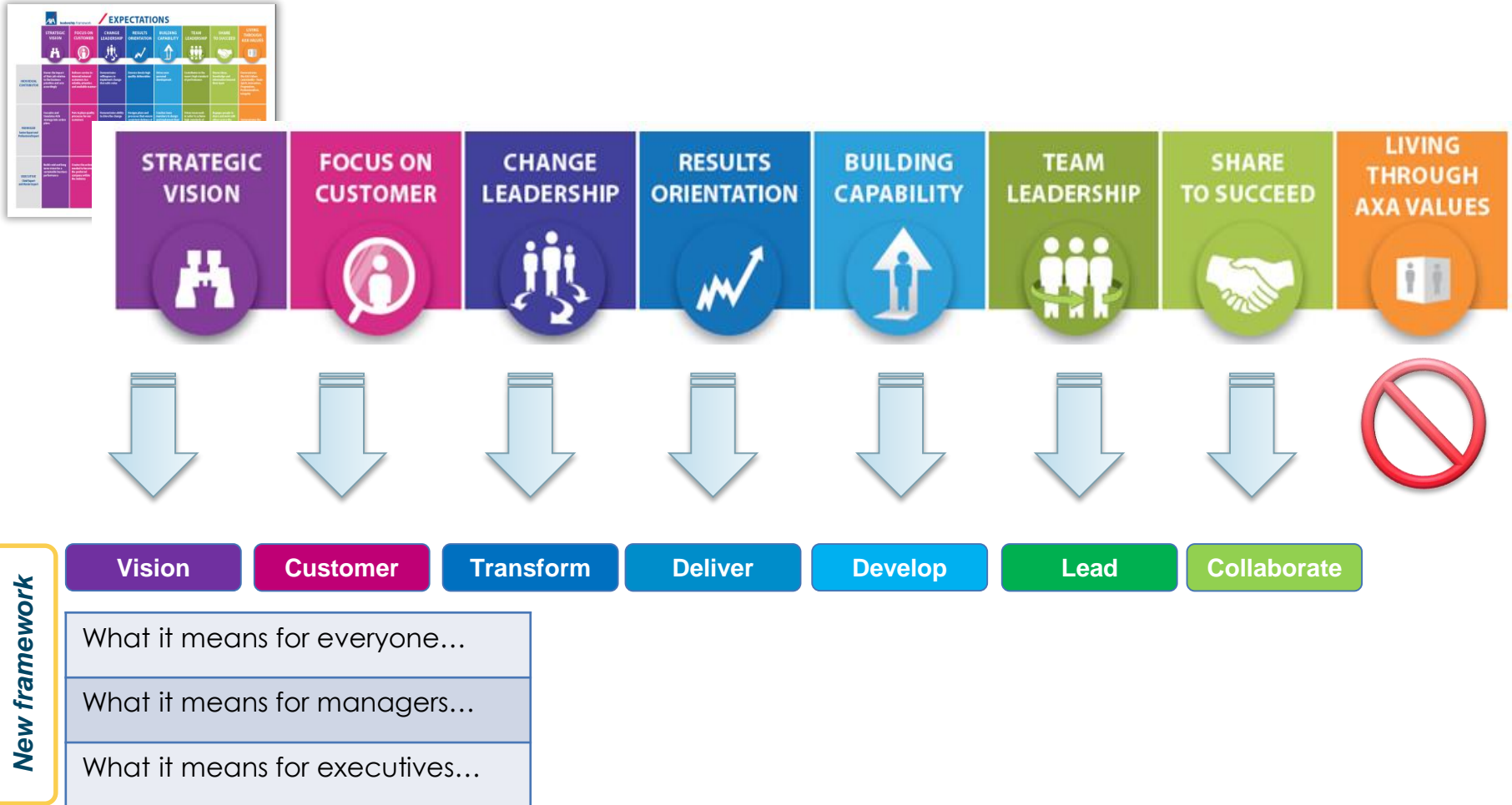


Every dimension of the Leadership Framework can be linked in some way to each of our 4 Values. However, 1 or 2 primary dimensions have been deliberately associated with each Value, because they

- i. largely represent the behaviors that most contribute to the definition of that value and/or,
- ii. can help us accelerate the business and cultural transformation

New Leadership Framework

The new Leadership Framework is articulated in 7 dimensions with simplified titles. Each dimension has a updated and detailed description for 3 categories: everyone, managers, and executives.



CUSTOMER FIRST

Customer is our purpose. All our thinking starts with the customer. We consider the way they live today and tomorrow so that we continue to be relevant and impactful. We need to create an innovative and alluring customer experience supported by a sound vision of our business, industry, and society, now and for the future.

	VISION	CUSTOMER
EVERYONE	<p>...understands and maximizes the impact they can have in their job as related to AXA's strategy, taking into account a broader picture.</p> <ul style="list-style-type: none"> - Have a clear understanding of AXA's business goals at global, company and team levels - Connect my work to the business priorities and strive for alignment - Keep myself informed of what's going on in the world and connect it to AXA and my daily responsibilities - Proactively share constructive ideas on actions that could contribute to AXA's strategy, demonstrating innovative thinking 	<p>...puts their customers first and treats them in a personalized way.</p> <ul style="list-style-type: none"> - Actively listen to my customers to anticipate and understand their needs - Adapt my approach to each customer according to the situation to create a caring customer experience and provide quick solutions - Proactively ask customers for feedback to improve - Maintain a high level of trust with customers by being transparent and delivering on my promises
MANAGERS	<p>...understand AXA's strategy in relation to the external context and get people engaged to implement it in an innovative way.</p> <ul style="list-style-type: none"> - Translate business strategy into clear goals and action plans with my team, balancing both short and long term needs - Clearly communicate and guarantee ongoing follow-up of the strategic priorities with my team - Create an environment that encourages and enables innovative thinking and initiatives - Proactively keep myself informed of and plugged into industry and technology trends to help shape my communication and guide my decisions 	<p>...create a customer centric offer and empower their teams to continuously improve the customer experience.</p> <ul style="list-style-type: none"> - Recognize individuals who put customers first - Focus first and foremost on the value and simplicity for the customer while designing and implementing our processes - Leverage external and internal sources to anticipate and understand customers' behaviors and needs - Seek and leverage feedback from customers to challenge and improve systems, processes and relationships
EXECUTIVES	<p>...convey AXA's strategy and cascade it operationally to perform now and in the future.</p> <ul style="list-style-type: none"> - Define the business strategy within my area of responsibility together with my teams, aligned with the global strategy - Share AXA's vision and communicate it in a compelling manner, internally and externally - Promote innovative thinking and encourage strategic initiatives that maximize agility and efficiency both in the short and the long term - Anticipate how the evolution of the market, customer expectations and technology will impact the business and accordingly adapt business priorities. 	<p>...develop a differentiating customer experience to sustainably make AXA the company of choice.</p> <ul style="list-style-type: none"> - Design an efficient and customer centric business model and recognize teams that role model putting customers first - Make it my priority to ensure that the decisions we make deliver the best possible customer experience - Build trust-based partnerships with key stakeholders to achieve a positive and fluid customer experience - Work with our customers to innovate and differentiate AXA from other players

COURAGE

Courage makes things happen. We speak our mind and act to make things happen. We push the boundaries of what is possible and take bold actions to find new ways to be valuable.

We need to continuously develop ourselves and each other to help AXA grow and transform in a challenging environment.

	DEVELOP	TRANSFORM
EVERYONE	<p>...drives and owns their development while helping others grow.</p> <ul style="list-style-type: none"> - Seek feedback, ask questions on how to improve and proactively work on my development goals - Give feedback to those with whom I work and help them to succeed in their development - Demonstrate a continuous appetite for learning and take the initiative to (i) develop on the job, (ii) learn from others, and (iii) leverage available training opportunities - See new challenges and failures as opportunities to learn 	<p>... can be an agent of positive change.</p> <ul style="list-style-type: none"> - Keep myself open to change and leverage it as an opportunity to grow - Anticipate the impacts of change, build and implement appropriate action plans, and make the change happen - Propose solutions when issues arise or improvements are needed, looking even beyond existing procedures - Quickly identify and make necessary adjustments in times of continuous change
MANAGERS	<p>...coach people to build capability and own their career.</p> <ul style="list-style-type: none"> - Seek and provide continuous and constructive feedback from all stakeholders, including my team - Dedicate time and act as coach to my team, individually and collectively, to generate accountability and support personal development - Support individuals who are looking for new career growth/opportunities by helping them leverage AXA's global capability - Challenge and motivate team members to learn proactively and reach their full potential, while developing skills that are critical for the future of the business 	<p>...enable and drive value adding change.</p> <ul style="list-style-type: none"> - Explain why transformation is needed, present it as an opportunity for growth, and empower people to actively contribute to the change - Listen to others during change, set clear targets and engage the team to achieve implementation - Anticipate barriers, adapt quickly and lead by example to accelerate the pace of change despite ambiguity - Challenge current practices and encourage innovative proposals that will boost growth and/or foster efficiency
EXECUTIVES	<p>...develop people, teams and company culture to accelerate business growth.</p> <ul style="list-style-type: none"> - Anticipate workforce learning needs and opportunities to plan AXA's sustainable growth - Empower and role model the exchange of feedback with all stakeholders, demonstrating its importance at all career stages and during transformation - Develop talent for AXA globally by supporting and facilitating mobility between businesses and functions - Encourage teams to stretch beyond their comfort zone and take up new challenges 	<p>... create an environment that allows and accelerates innovation.</p> <ul style="list-style-type: none"> - Foster an appetite for and culture of continuous learning and recognize people who test and learn - Communicate a simple, consistent and optimistic vision to inspire teams to execute the transformation - Demonstrate a sense of urgency and develop agility in teams to maximize impact on transformation - Empower teams to take appropriate risks, inspiring them with my own actions

ONE AXA

One AXA is our strength. We are stronger when collaborating and acting as one team. Being together and being different with the same goal makes us better. We need to collaborate capitalizing on our collective knowledge and global footprint to deliver impactful and sustainable results.

	COLLABORATE	DELIVER
EVERYONE	<p>... contributes and shares beyond their team and department.</p> <ul style="list-style-type: none"> - Proactively exchange information and ideas within and beyond my team and appropriately identify and manage my stakeholders - Respect, include and work together with others, valuing their diverse backgrounds and unique contributions - Listen and be receptive to others' opinions or ideas to improve our work - Take advantage of new technology to connect with others and network for the benefit of our work 	<p>... strives for both individual and collective timely, high quality results.</p> <ul style="list-style-type: none"> - Prioritize and organize my workload, and execute my tasks in a timely manner - Make informed (data-based when possible) and swift decisions within my area of responsibility and continuously look for opportunities to increase efficiency - Strive to help contribute to and improve the quality of my team's results - Work resiliently with others to overcome obstacles and achieve goals over time
MANAGERS	<p>... facilitate inclusive collaboration and networking.</p> <ul style="list-style-type: none"> - Facilitate the exchange of information, knowledge and best practice, and recognize employees that do so - Proactively share information, promote efficient co-operation and build sustainable partnerships within and beyond my team - Influence and support employees to effectively collaborate across and beyond the organization and build networks for the benefit of AXA - Encourage the use of new technology to collaborate and network more efficiently 	<p>... create favorable conditions to reach team goals.</p> <ul style="list-style-type: none"> - Design processes, plans, and make timely decisions to ensure consistent delivery of results - Set up ambitious goals within a clear framework for team members and quickly adapt them when needed - Improve execution through measurement and feedback, while prioritizing and optimizing available resources - Coach and support the team to overcome obstacles and face adversity
EXECUTIVES	<p>...break down silos, develop and lead networks, creating trust internally and externally.</p> <ul style="list-style-type: none"> - Proactively listen to and communicate with the organization and the macro environment and establish connections to create value for the organization - Lead initiatives that benefit all stakeholders and move our global organization forward - Recognize, promote teamwork across and beyond my organization for the benefit of AXA - Boost inclusive networking and encourage the use of new technology 	<p>...ensures the delivery of sustainable high performance through teams.</p> <ul style="list-style-type: none"> - Make timely and bold decisions in uncertain environments to make things happen - Prioritize initiatives that will bring the highest value, and facilitate their implementation - Empower people to make decisions, drive execution and engage teams around results - Motivate teams to shoot for ambitious goals and simplify interactions and processes to reach them

INTEGRITY

Integrity is our compass. We are guided by strong moral principles, trusting our internal judgment to do the right thing for our customers, employees, stakeholders and partners

LEAD	
EVERYONE	<p>...is accountable to build trust, help each other, work together, and uphold our standards.</p> <ul style="list-style-type: none"> - Build and maintain constructive and respectful working relationships with my team mates and consider and treat all people who work for AXA as a fellow colleague - Contribute to create a trust-based working environment, and keep my promises - Share information proactively and transparently and be available for and offer help to others when possible - Share my views, opinions and ideas, and call attention to situations that may compromise our standards, ethics and values - Influence others to reach collective solutions
	<p>...drive and empower their team to lead through trust.</p> <ul style="list-style-type: none"> - Build a trust-based environment where people are included, respected, and able to voice their opinions and ideas - Accept mistakes and use them collectively as an opportunity to learn - Support flexible working and adapt my working style accordingly to foster innovation - Clearly define accountabilities amongst team members, delegate, motivate and empower them to be autonomous, and be accessible to them - Encourage and recognize people who speak their mind, uphold our standards and defend our ethics
EXECUTIVES	<p>... empower and motivate teams to build a sustainable organization for the future, founded on trust internally and externally.</p> <ul style="list-style-type: none"> - Make it my priority to be inclusive, and promote and capitalize on diversity within the organization - Design an agile organization that ensures team efficiency and encourages collaborative working - Build a team of leaders who empower others to achieve a high standard of performance - Communicate our vision compellingly and inspire people to create a sustainable organization for the future - Lead by example, promoting transparency and demonstrating unwavering commitment to compliance and ethics



THANK YOU
