

## June 12 plenary meeting synthesis in Athens



**Hedi BEN SEDRINE** presented the topics discussed at the Secretariat meeting the day before. The accounts of the EWC were presented to representatives and validated by majority. The 2018 operation accounts of the EWC AXA were presented to representatives by the Treasurer, **Patricia NUNEZ** and the FIDUCAC accountant. The Treasurer's discharge was put to the vote and passed by a majority of votes.

**Mario PROIETTO**, member of the Secretariat, attended his last plenary meeting as he will leave the Group by the end of the year.

For the position of member of the Secretariat, replacing **Yannick DAUBLEU**, two Belgian candidates: **Isabelle DESOUBRY** and **Sophie LAVENTURIER**.

The UNI expert's mission letter was jointly signed by the new UNI expert, **Hélène DANESI**, and **Hedi BEN SEDRINE**.





Thomas BUBERL welcomes the good health of the Group justified by the good results. The transformation of the risk portfolio is underway (acquisition of XL, sale of Equitable, sale of AXA Life Europe ...) and the objectives of 'Ambition 2020' should be achieved. The process of simplification is advancing, innovative technologies applied to the organization and partnerships with startups are beginning to produce their effects.

The acquisition of AXA XL allows the Group to become the number 1 in Large Business Casualty Risk, to quickly access the US market, to become a major player in the UK market and to cover a global geographic area in this segment activity.

Axa becomes the first foreign insurer in China taking the 100% stake in AXA Tianping

Innovative sectors are developed.

Actions in terms of responsible business were carried out: Withdrawal of activities on companies exploiting coal or those who sell tobacco, support of companies to take into account climate change, involvement of AXA on social issues of mature countries or economic in emerging countries.

**Benoît CLAVERANNE** (International & New Markets Officer) presents his perimeter which spans four continents, 13 languages and 12 time zones.

The five priorities of AXA INM are broadly aligned with the Group:

- Growth in these countries could be very important despite high volatility. The idea is to ensure at the same time an increased turnover and profitability at the level required by the Group
- Finding partnerships, particularly on Health, in geographical areas that are experiencing deteriorating care
- Simplification face to the customer.
- Improve legacy systems data and technologies
- The culture of employees and management



**Doina PALICI-CHEHAB** (Group Integration Officer) reminds us that the integration has started and that the teams have worked to define the operating model of AXA XL close to that of XL.

Then she discussed the complementarity of this new structure:

AXA was absent from the US P&C market and XL was well established in the UK Lloyds market. It becomes a major player in this country, which is the largest business market in the world.

Regarding employees, AXA CS in Europe has a strong presence in France and Germany while for XL the distribution is a little more balanced, with a strong point in the United Kingdom.

**Sandrine GIRSZYN** (AXA XL Europe HR Manager) indicates that consultations took place in Europe, following the deletions of posts related to the new organization, 711 posts including 116 vacant posts and 224 posts created.

**Hedi BEN SEDRINE** reminds that all European entities do not have the same quality of social dialogue and that AXA and XL do not have the same level. The EWC organized a seminar with the representatives of AXA XL and the Management on March 26th.



**WHERE DID WE LEAVE YOU**

- Closing of acquisition of XL, Carls by AXA France completed on September 1<sup>st</sup>
- Presentation of the envisaged target organizational structure for AXA XL division, reported by function, similar to AXA XL, Carls, on October 1<sup>st</sup>
- Reorganization of the AXA XL leadership team and managers (70-50% level)
- 100% transfer agreed by all Works Councils and effective for selected countries since February 1<sup>st</sup>. All employees and business administrative functions (AXA CS, AXA AET and AXA Health) transferred to AXA XL
- Social consultation & information process started on Feb. 13<sup>th</sup> in the relevant European countries to discuss the proposed target operating model (TOM) and envisaged social impact

**PROGRESS SINCE FEB 13%**

- Local meetings took place to inform and consult the Social Partners in the relevant European countries. Consultation and information are ongoing in most countries now.
- A standard approach for the implementation of the target organization, based on the main operating model, has been developed. This standard approach is used as a basis to develop country-specific implementation plans which ensuring a similar consultation and impact approach across countries.
- The target organization implementation is taking off in Europe and ongoing in US & WOC, respecting the consultation pre-requisites.
- The implementation of the target organization will be completed in the coming months with integration work on systems and processes to ensure all teams can conduct business efficiently.

Today's EWC aims at presenting social consultation progress and sharing key elements of the target organisation implementation in Europe



**Guillaume BORIE** (Group Innovation Officer) comes to present AXA Next, created in January to gather the teams in charge of the creation of new services and business models, to develop AXA's business outside the insurance and to accelerate the strategy of "moving from payer to partner".

Areas of development through new innovative structures, partnerships to develop new solutions or responses for customer needs in-house

Various entities fall within the scope of action of AXA Next to find innovative solutions on the themes of health and the improvement of healthcare systems, products and services from digital platforms, mobility assistance, supporting companies in the prevention of new risks such as Cyber Risk.

Innovative solutions can be raised from local entities and AXA Next can intervene in support of investment, local deployment and then at Group level.



**Hedi BEN SEDRINE** announces that the EWC will replace **Yannick DAUBLEU**, former representative of Belgium and member of the EWC Secretariat.

**Isabelle DESOUBRY** (Belgium) and **Sophie LAVENTURIER** (Belgium) announce that they are running for the position.

**Sophie LAVENTURIER** obtains 23 votes and is elected to the EWC Secretariat.



Next meeting: September 24th and 25th in Paris  
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