

# Our AXA story

*Chasing continuous improvement*

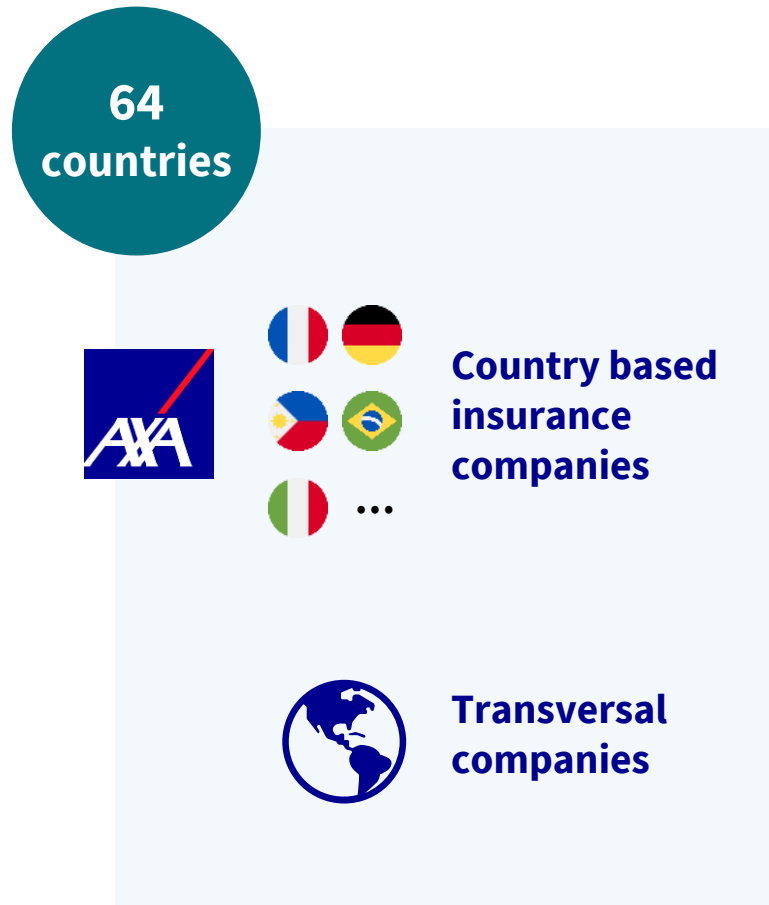


# Our playground makes the challenge

Considering our diversity...

...How to secure efficiency and compliance of our Corporate activities...

... while raising the bar of our HR practices everywhere?



# Why did we move to the Oracle cloud-based solution?

	Triggered by the <b>necessary IT refresh</b> of our Global PeopleSoft platform
	Benefit from <b>enhanced capabilities</b> : mobile, social, analytics...
	<b>HR process alignment</b> at Group level
<b>UX</b>	Enhance <b>User Experience</b> , with a hire-to-retire suite
	Position <b>HR as a Cloud-precursor</b>
	Benefit from <b>continuous improvement</b>
	<b>Hybrid model</b> for entities: CoreHR master or talent base (interfaced) Configuration possibilities to deal with AXA organization, bringing <b>flexibility</b>

# Our HRIS: a necessary HR backbone



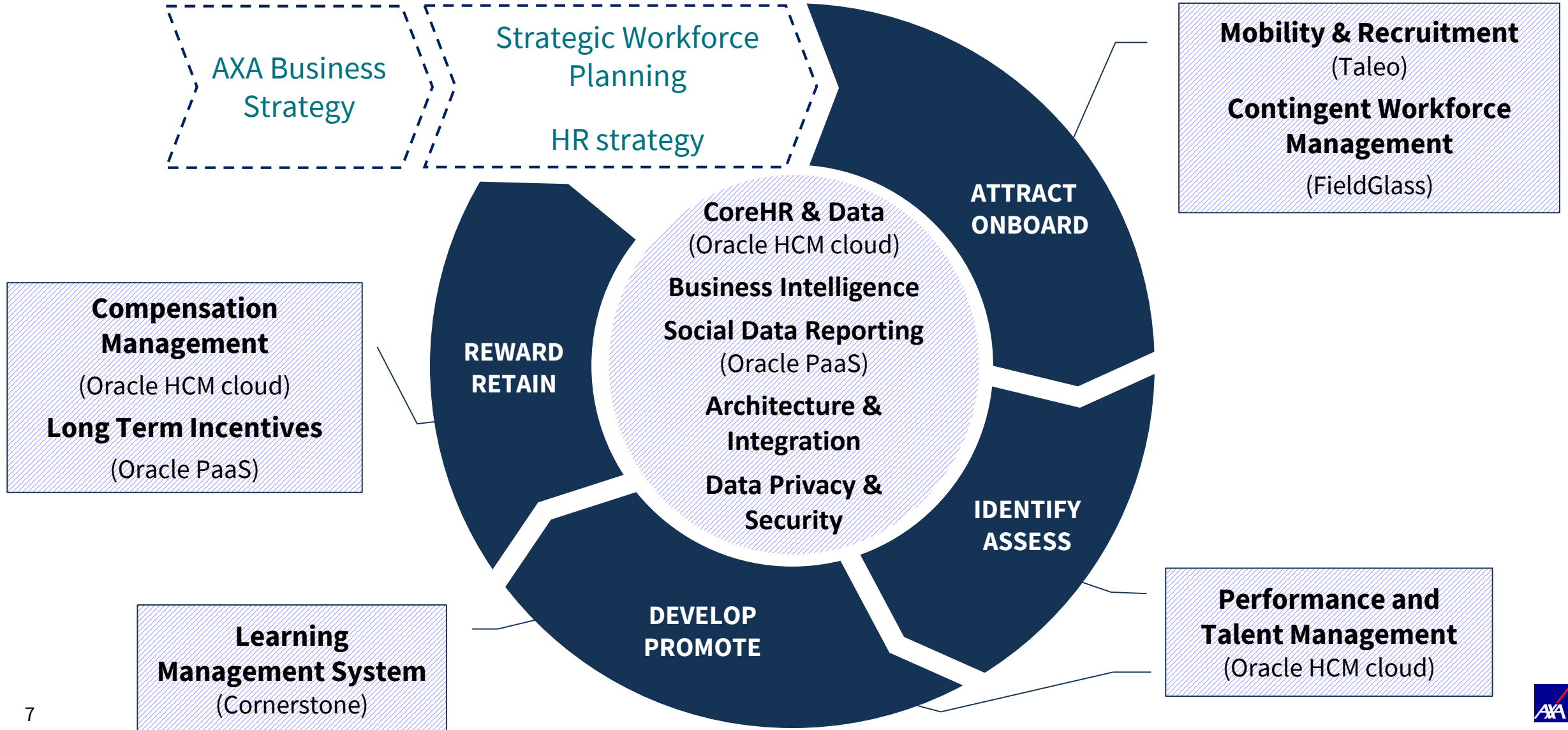
# Our business transformation forces us to refine our employee lifecycle



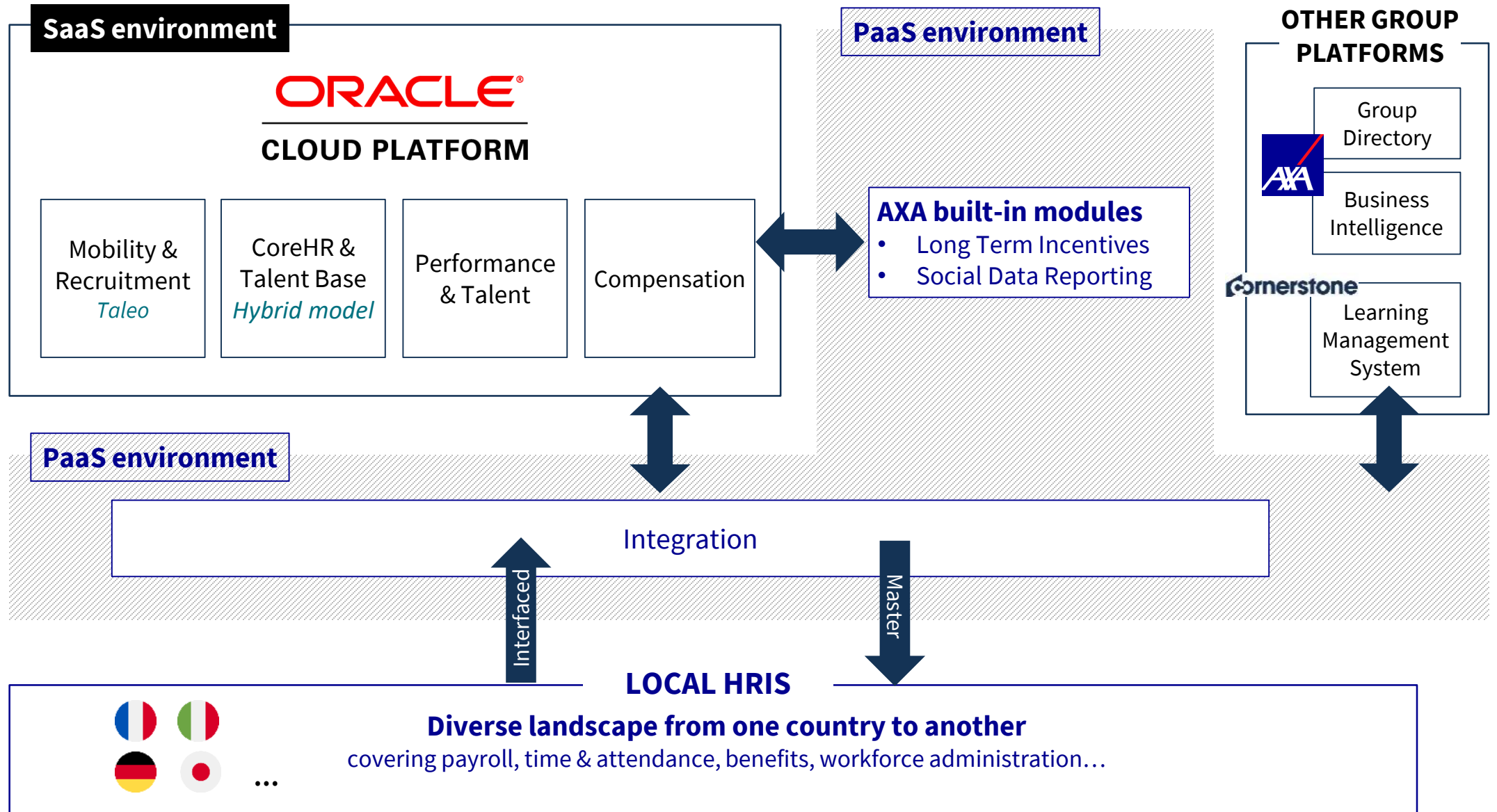
# Building a common & integrated HRIS to support our HR processes



# Our HRIS bricks at a glance

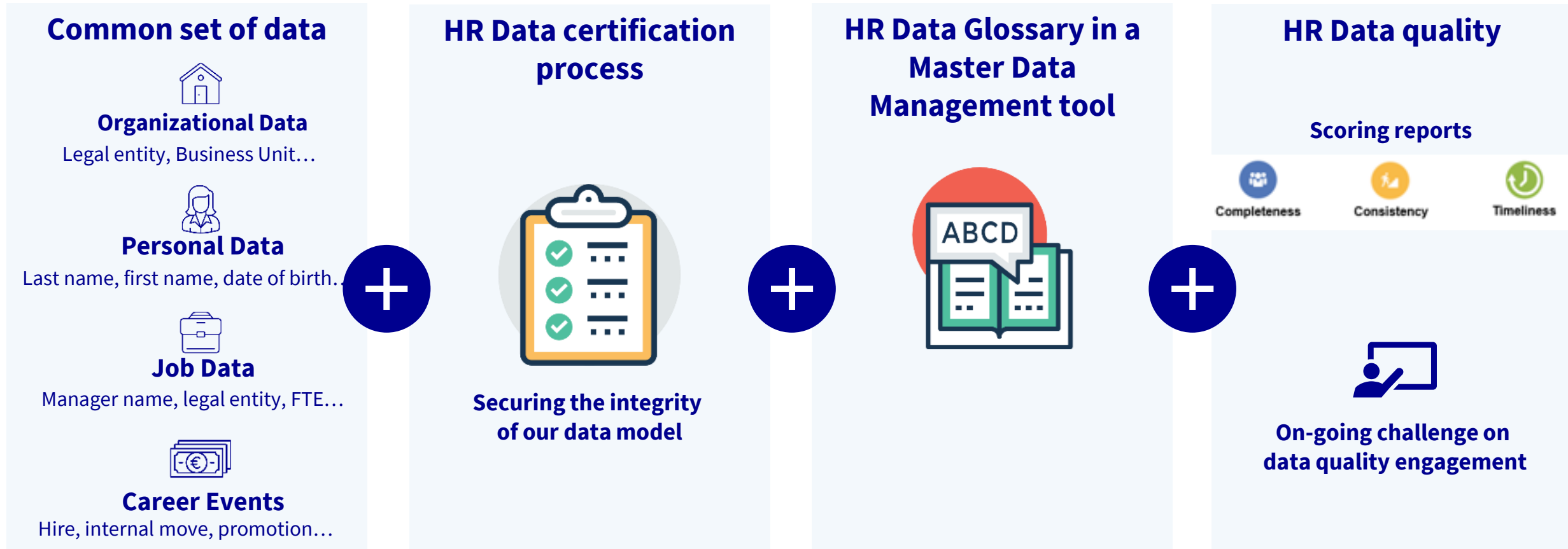


# Snapshot 1: our architecture at a glance



# Snapshot 2: our HR data management approach

Enabling data culture within HR, fostering data-driven decisions related to people & organization challenges



# Snapshot 3: an opportunity for re-engineering our HR processes

## Our new AXA performance management mindset

?

**Development focused conversation**

**Continuous & stakeholders feedback**

**Simple, flexible and business relevant**

The screenshot displays the '1-Goal Setting (2017) - POC IV' interface for Ines PERRET. It includes a sidebar with 'Step 1 - Leadership Competencies' and 'Step 2 - Business Goals'. The main content area shows instructions for goal setting and a text box for 'Employee Comments' with a sample response. Below the comments, there are dropdown menus for 'Collaborate', 'Customer', 'Deliver', 'Develop', and 'Lead', each with an 'Employee' field and a selection dropdown.

### Before

Objectives setting

Mid-year review

Year-end Review

### After

Business & development  
goal setting

Check-in(s)

Check-in

Check-in(s)

Year-end Review

Balanced with development

On-going updates of goal settings  
Continuous feedback between manager & employee

1 overall rating  
Feedback open to various sources

# Snapshot 4: leveraging the Oracle PaaS to deal with a specific need

## Social Data Reporting (SDR)

- Legal French requirement to consolidate and publish Human Capital Data
- 300+ legal AXA companies
- 150+ indicators
- 6 weeks process every year, 238 HR people involved across the Group
- Migration of history data & KPIs since 2008

Category	Indicator ID	Indicator	Unit	Value 2015	Precalculated Value	Value 2016	Comments	Sales force
HDC	SEPP01	Headcount of salaried male executive non-sales force as of 31st December (open-ended contract)	Employee (k)	1		1		N
HDC	SEPP02	Headcount of salaried female executive non-sales force as of 31st December (open-ended contract)	Employee (k)	0		0		N
HDC	SEPP03	Headcount of salaried male manager non-sales force as of 31st December (open-ended contract)	Employee (k)	0		0		N



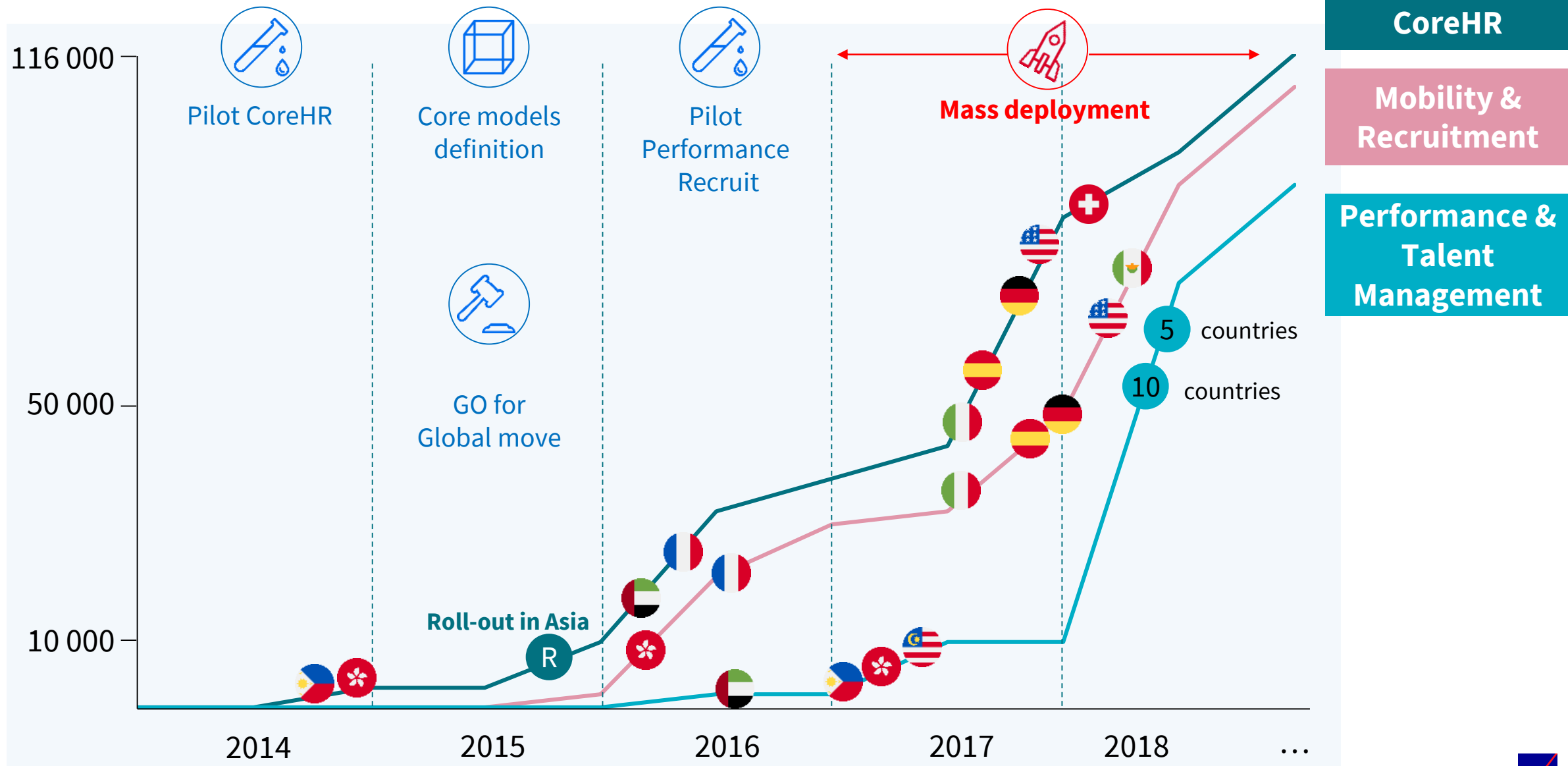
### Go for pre-calculation feature:

Build a bridge between CoreHR and SDR exercise in order to automatize the production of indicators

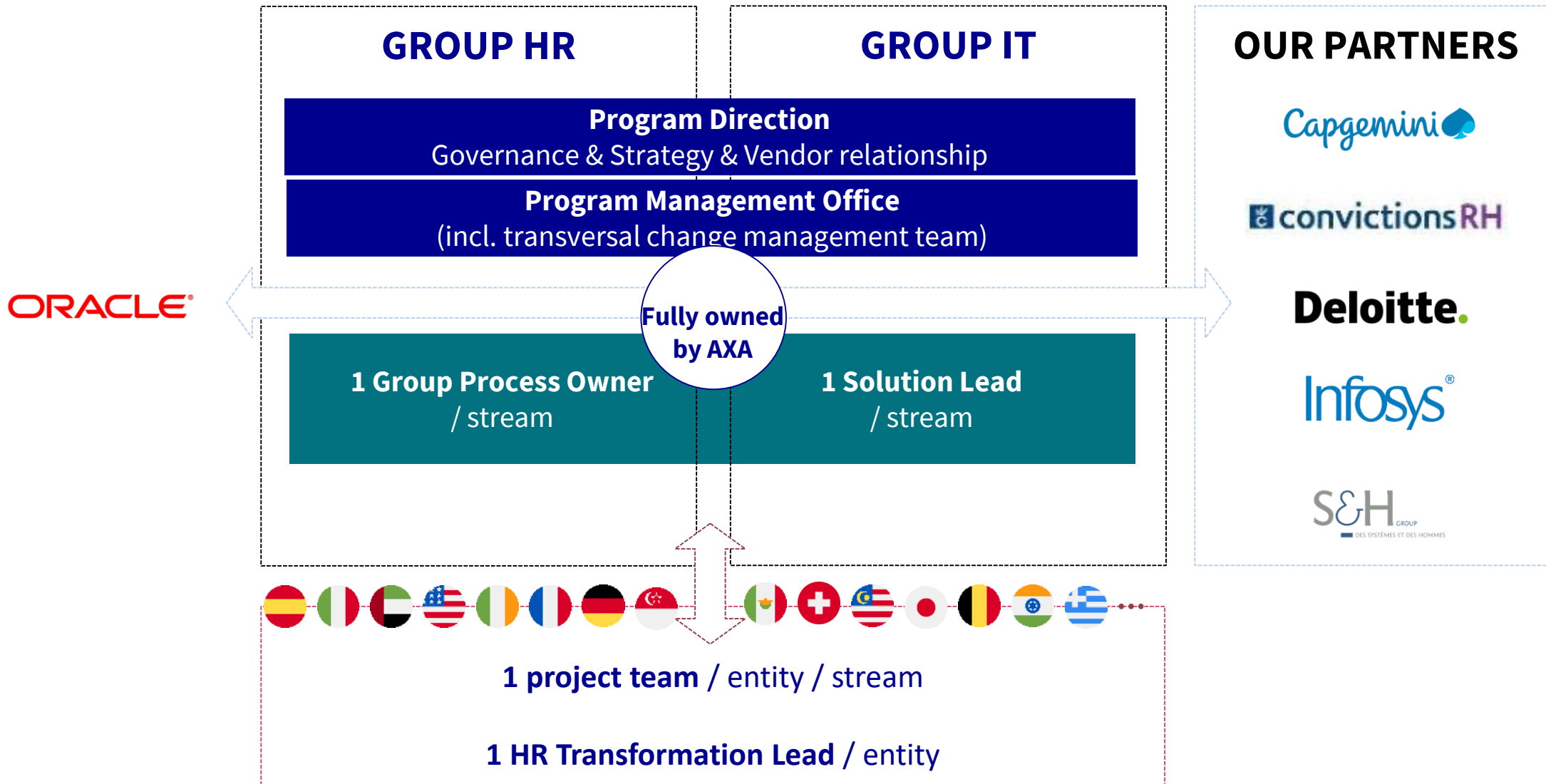
# Our HRIS deployment



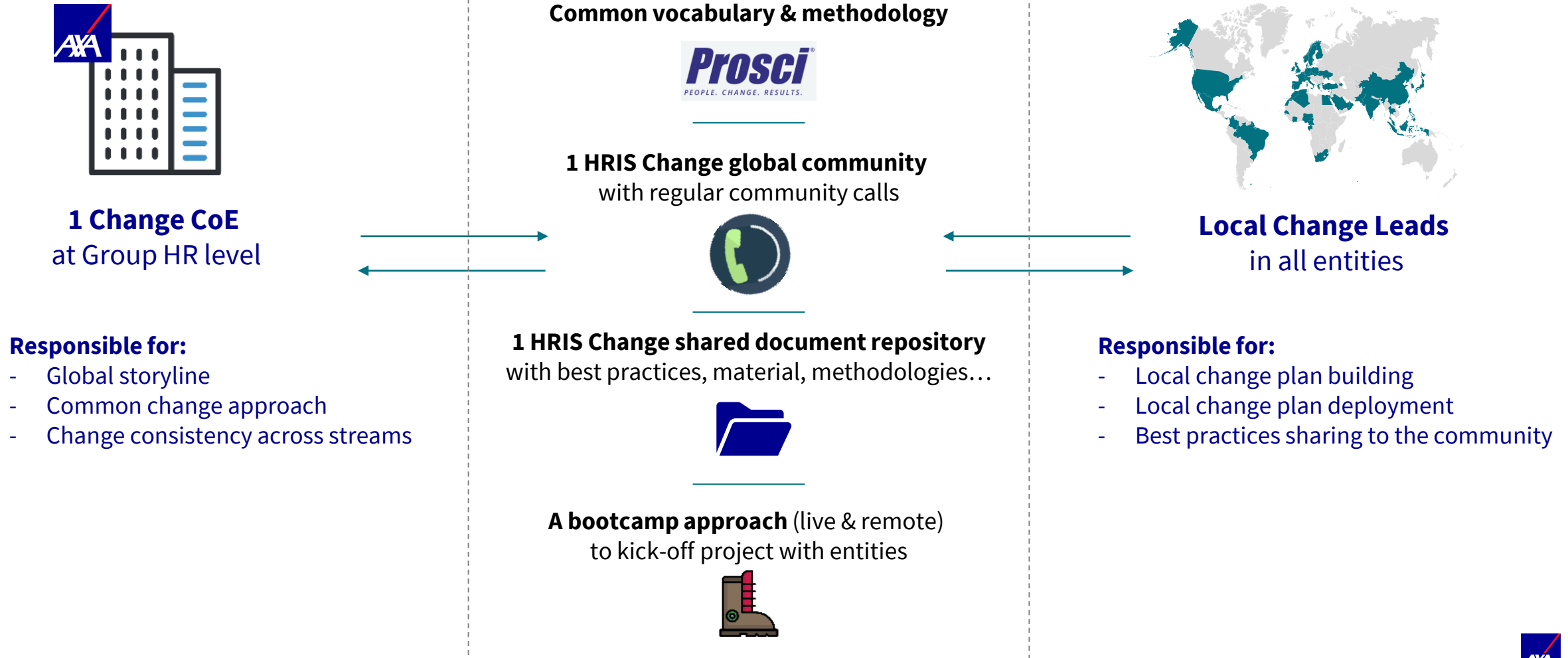
# Our deployment strategy at a glance



# We opted for a stream-focused organization



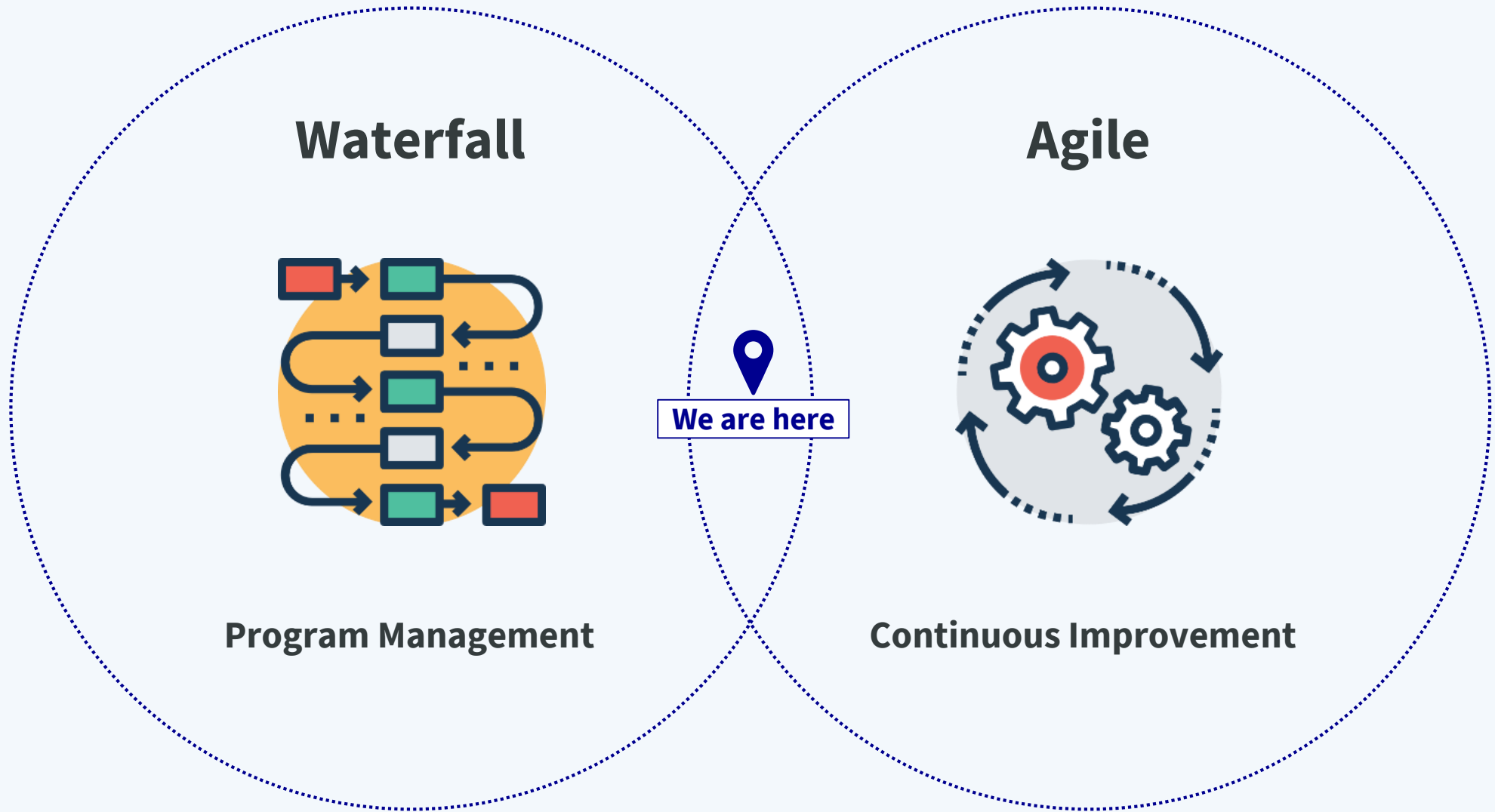
# Our change management approach



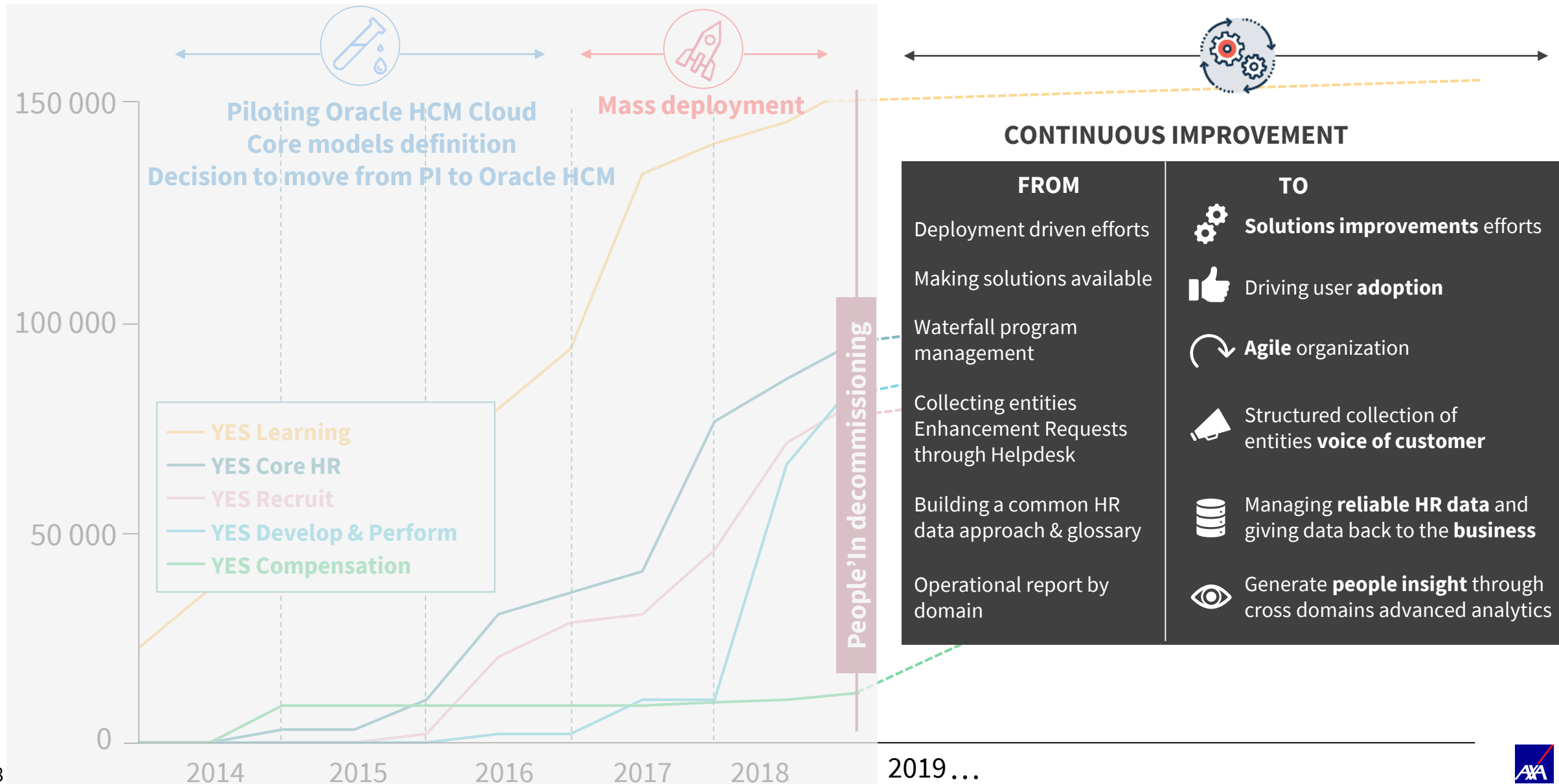
A photograph of a business meeting. In the foreground, a person's hand is holding a small blue sticky note with handwritten text. In the background, a woman with blonde hair is looking at the note. The background is a dark wall covered with many colorful sticky notes (yellow, blue, orange, red).

# Our “keep improving” challenge

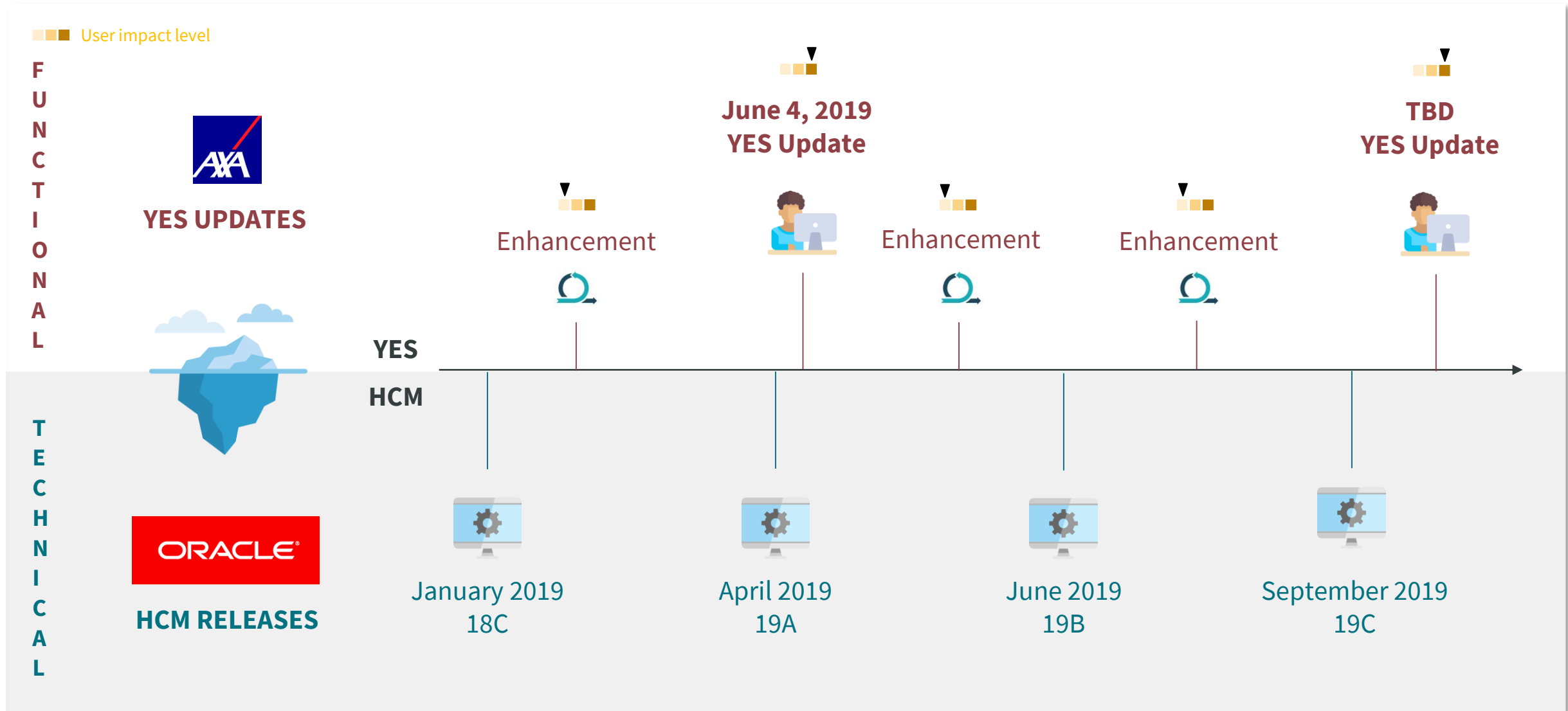
# From deployment ... to adoption & continuous improvement



# Our turning point: from mass deployment to continuous improvement



# Managing shorter updates cycles (“releases”)

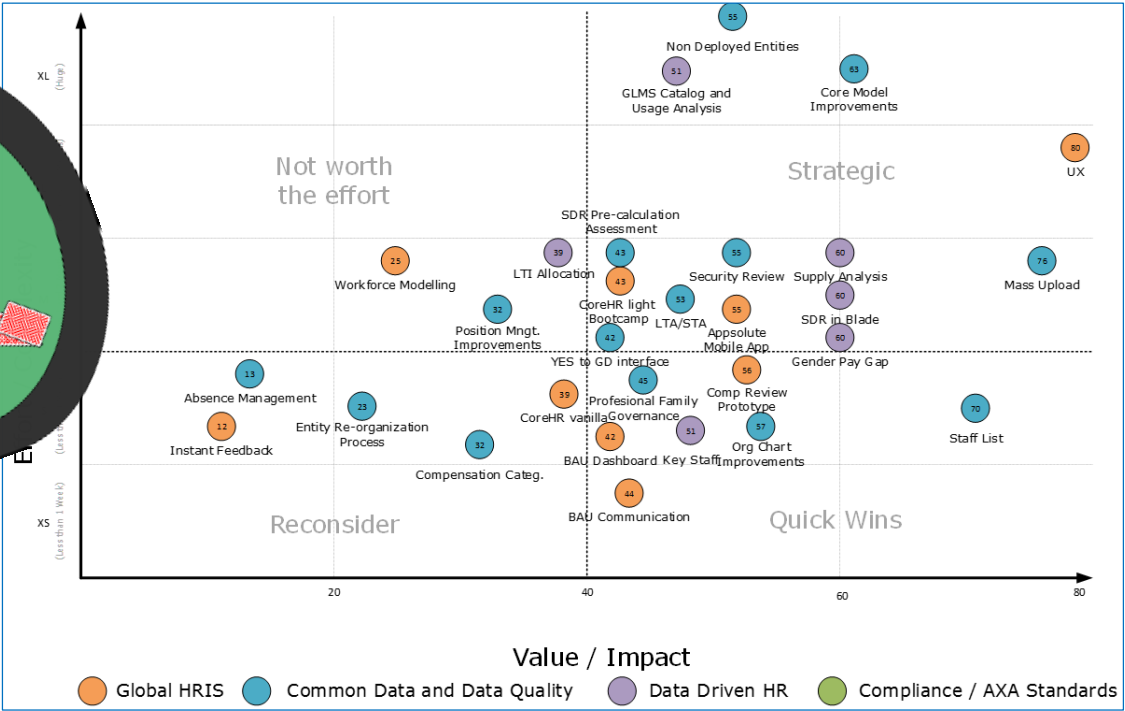
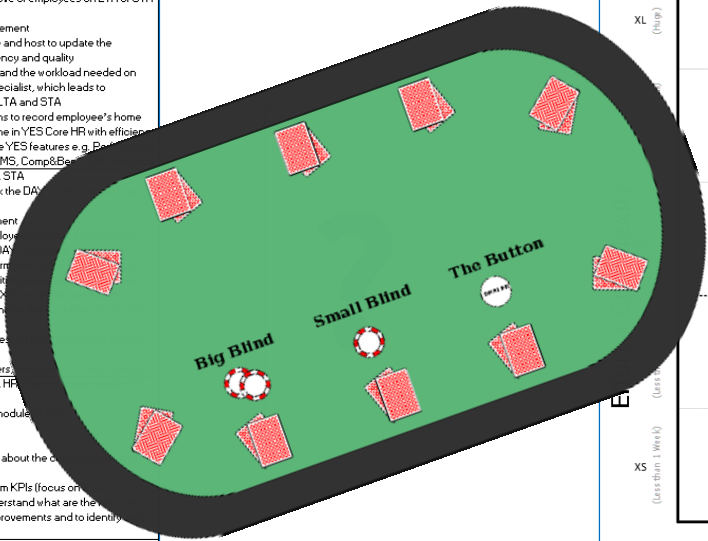


# Managing enhancements requests: an example of agile prioritization

From a centrally managed long list of enhancements & projects...

...to a customer value-based decision matrix

Theme	Status	Epic Name	Epic Description
Common Data and Data Quality	In progress	LTA/STA and Multicontract Management	For HR Admins who need to manage the move of employees on LTA or STA on time is a process and tool improvement that allows HR Admins to update the employee record with efficiency and quality. Unlike the poor data quality and the workload needed on entities' HR, data collect specialist, which leads to dissatisfaction of people in LTA and STA our product allows HR Admins to record employee's home and host assignments on time in YES Core HR with efficiency and quality, cascaded to the YES features e.g. Positioning & Talent, Group Directory, LMS, Comp&Ben.
Common Data and Data Quality	In progress	YES to GD Interface enhancements	For New joiners, Employees, STA who need the means to work the DAY1 AXA entity is a process & tool improvement that allows new joiners, employees access mailbox & systems DAY1 reliable Group Directory information have 2 emails during a transition. Allows STA to have 2 passkeys access home entity tools, only host tools. Unlike new joiners, employees efficiently from DAY1 our product allows new joiners.
Global HRIS	In progress	BAU Dashboard	For entities (HRDs, SPOCs, HR Change managers) who are using almost one module the BAU Dashboard is a tool that provides a simple view about the usage of the tool unlike the current BAU team KPIs (focus on our solution is key to understand what are the in terms of adoption and improvements and to identify of improvement.
Global HRIS	Waiting	User Instant Feedback on YES system.	For users (employees, managers and HR Admin) who use the different modules in YES the instant feedback functionality is a tool functionality that provides simply and efficient way to provide feedback to Group HR. Unlike the current email ad hoc feedback our solution is less complex than the Current BAU process.



0

1/2

1

2

3

5

8

13

20

40

100

?

Pass

Active

Spectator

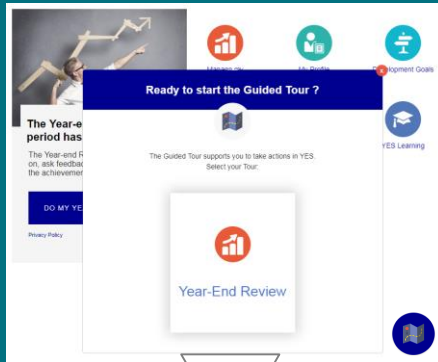
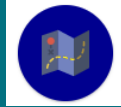
Pass

# Our recent moves to work on our HRIS adoption

## Step-by-step navigation guidance

### GUIDED TOURS

**Absence** (entities in Asia and AXA Gulf)  
**Year-End Review** (available since Nov 2018)  
**Goal Setting** (early Feb 2019)



### Please help us



How helpful was this Guided Tour?

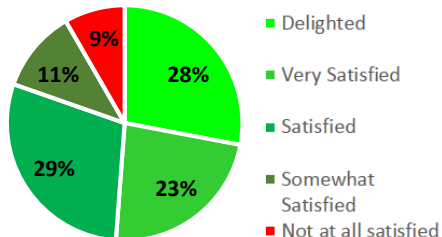


Please tell us what we could improve.

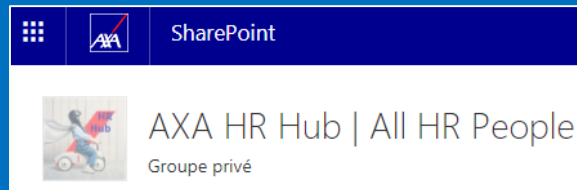
Submit your feedback

Your response will be anonymous.

168 instant feedback from employees

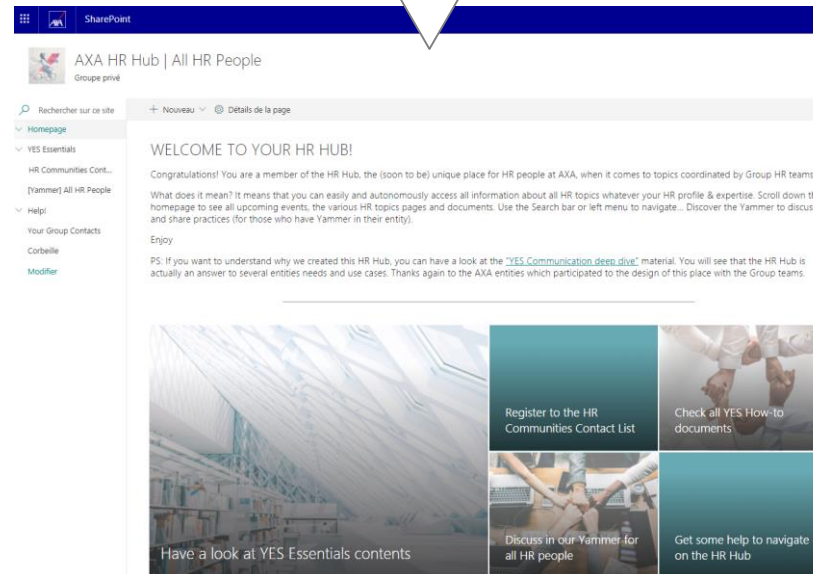


## 1 unique platform for HR experts at AXA



### HR Hub

A new place to simplify the way we interact with our HR colleagues in entities



## Increased support to HRIS SPOCs



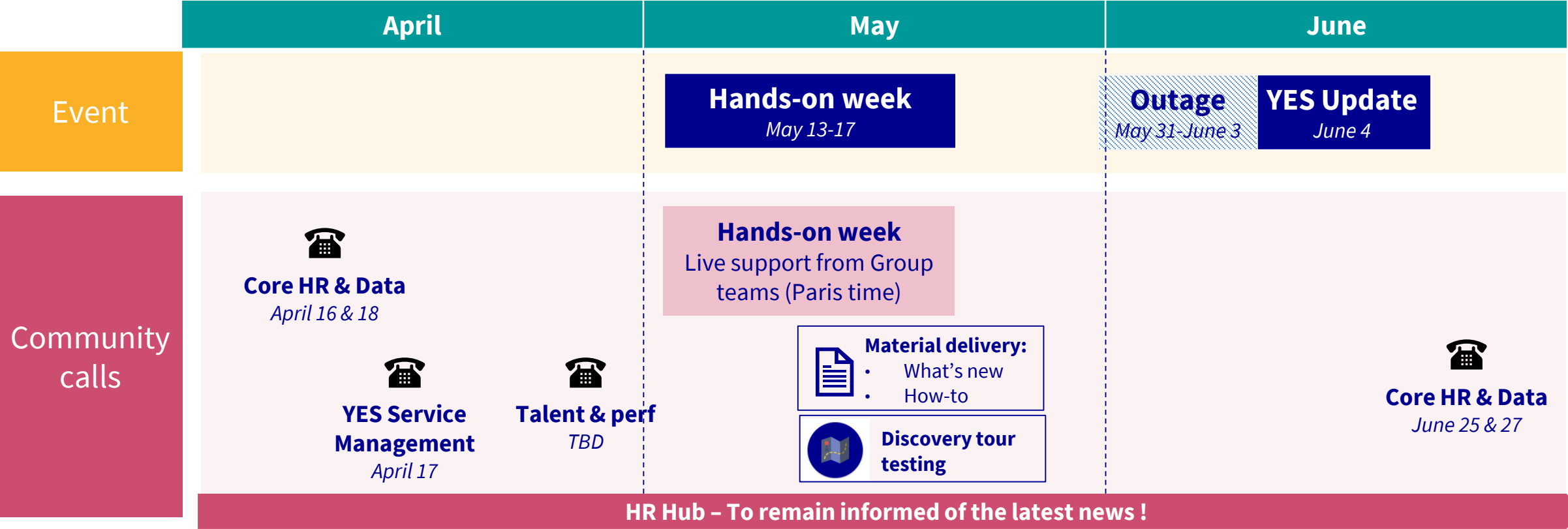
### HRIS Service Management

- New community calls for HRIS SPOCs
- Service Management satisfaction polls (67% to 89% overall satisfaction)

## The importance of HRIS SPOC role in AXA entities:

- **Single Point of Contact** for Service Management topics
- **Overall knowledge** of HRIS topics in your entity (HR processes in YES, security, and some coordination on IT topics)
- **360° view**, working closely with Local Process Owners (Performance, Talent, Core HR...)
- **Key expert to contribute to the change management efforts in AXA entities**

# Support local HR teams: our roadmap for YES Update | June 4



# Challenges ahead for a sustainable success



**Harvesting SaaS promise**



**Staying at the cutting edge**



**Streamlining UX**



**Leveraging the power of data**

# Thank you

