

# AGILEWORK@AXA

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# Technology is changing the way we behave



That Martin   
@martin\_camera

 Follow

1997.  
Don't get in a stranger's car.  
Don't meet people on the Internet.

2017.  
\*Call an Internet stranger to get in their car\*

RETWEETS

311

LIKES

662



7:26 AM - 20 Jan 2017



LIKE



COMMENT



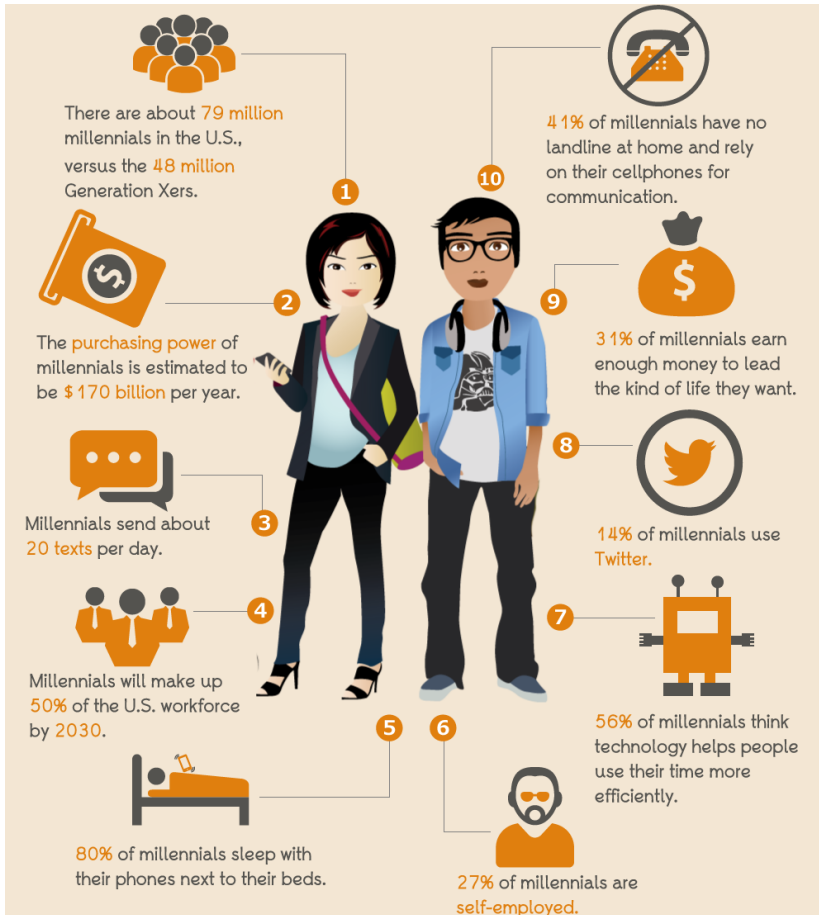
SHARE

146 LIKES 2 COMMENTS

3/29/2017

# Insurance for the next-gen customer

## Millennials – the single largest force disrupting insurance today



Source: <http://www.surveycrest.com/blog/infographic-millennials-vs-baby-boomers/>

### For millennials, insurance...

... is both expensive AND necessary

... is important (safety) but not engaging

... needs to be reliable and affordable

... is spontaneously associated with health

... still requires some explanation/ conversations (agents not dead?)

... CAN be bought through a mobile phone

Source: Online survey by Alpha UX in coordination with AXA Strategic Ventures (February 2016)

# Intensifying the competition to Attract and Retain Talent





So we asked our employees...

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**45%** are Gen Y

**68%**  
would like to:

- ☐ Work from home
- ☐ Work in flexible work patterns
- ☐ Work from other offices

# Not too different to what our Future Employees Expect

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Employers are **no longer competing against other companies** for talent, but are **vying to attract employees who might otherwise want to work independently**

Roughly 3 in 4 individuals – regardless of whether students or professionals – believe **flexible schedules and work locations will present “big opportunities”** for them

Gen Z (born 1997-2002): **70%**

Gen Y Students (university students born 1984-1986): **75%**

Gen Y Professionals (academic degree holders born 1984-1986): **74%**

Gen X Professionals (academic degree holders born 1965-1983): **72%**

*Source: How valuable are flexible schedules for workers? HCA07 Mar 2017*

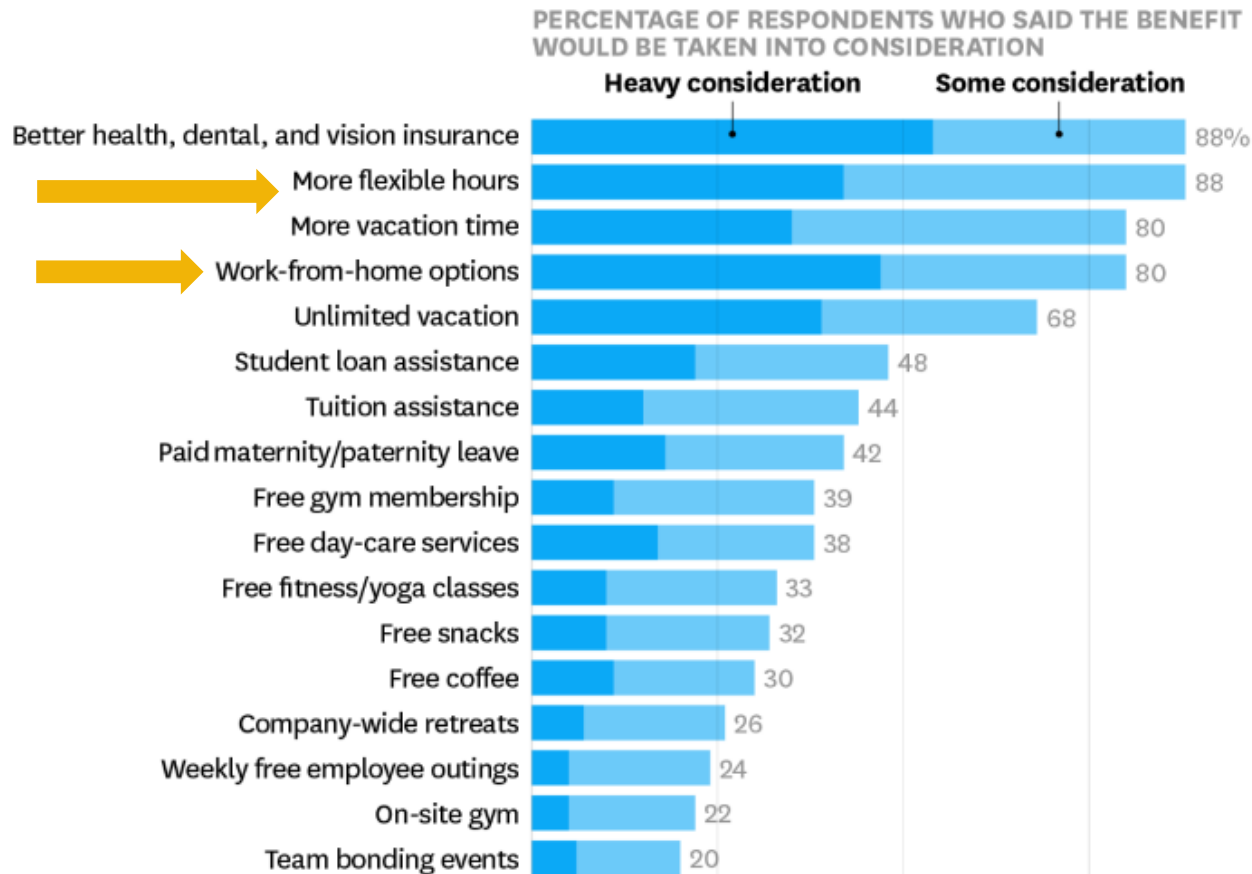
*[A Brave New Workplace with Gen X, Y and Z](#) INSEAD research, in collaboration with Universum, the HEAD Foundation and MIT Leadership Centre*



# Not too different to what our Future Employees Expect

## Which Benefits Are Most Valued by Job Seekers?

When choosing between a high-paying job and a lower-paying one with better benefits, respondents said health insurance and flexible hours might tip them toward the latter.



SOURCE: FRACTL SURVEY OF 2,000 U.S. WORKERS

© HBR.ORG

We listened...and we tried it out



**Flexi Hours**  
**Activity Based Workspace**



**Flexi Location**  
**Compressed Work Schedule**





It made business sense



**Rising Cost of Real Estate**



**Access to talent pools that were previously out of reach**

## Early indicators

***“Any delicious food is tasteless before you can really taste it. So is Flexwork@AXA.”***

*Anonymous AXA employee*

“...EXCOM and Leadership team needs to show their support by doing it themselves, otherwise, not all managers will support...”

“...While Flexwork@AXA increases staff engagement, Hot Desking reduces it. I don't even have space to put my cup, a calendar on desk or my jacket...”

“...Please provide extra or install laptop power adaptor in the office desk / meeting room so that staff don't have to bring power adaptor when moving around offices. The laptop is already quite heavy to carry...”

“...At the company level there have been many changes in terms of employee focused activities. There has been much higher frequency of communication...”

“...Agile workplace allow us to manage staff personal time and work life balance.. staff could have the chance to talk to top management to express their ideas...”

### Compressed Work Schedule Pilot (MYS)

**70%** Savings in travel time  
Savings in travel expenses

**65%** Better work-life balance  
No negative impact on team

**↓1.53** Sick day average is down  
from 2.07days per employee

# What we learnt along the way



- ✓ **NOT a one-size-fit-all** solution as individual needs differ
- ✓ **Availability of FWA is important** (*Flexible Work Arrangement*) for employees to make their decisions that would better suit their needs
- ✓ **Constant feedback loops** from Employees, Managers, Department Units
- ✓ **Pace out the implementation** by stages (and be patient!)
- ✓ **Trust and Empowerment** are key success factors towards implementation of any form of FWA



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# Questions