




Next Practices **Weekly**

How AXIS is Transforming Culture to Drive Business Success

October 24, 2024



We discover the people practices
that drive high performance

to help you see what's coming
around the curve.



i4CP

High-Performance Defined

- Revenue growth
- Market share
- Profitability
- Customer satisfaction

Over a 5-year period.

Our Research Focus

What do high-performance organizations do differently?

Do those practices correlate to market performance?

i4cp Members *(partial list)*



Effective 10/2024

Next Practices Weekly

Today's Agenda:

- Reminders and announcements
- Discussion with special guest **Lisa Pariot**, Chief People Officer at **AXIS**



TOM STONE

Senior Research Analyst & Director
of Benchmark Data



MARSHALL BERGMANN

Vice President, Advisory Services

Upcoming Calls:

October 31: Next Practices Weekly –
with **Raymone Jackson**, Head of Diversity, Equity, and Inclusion, Community Investment, and Corporate Responsibility, & **Pam Lipp-Hendricks**, Head of Talent at **T. Rowe Price**

November 7: Next Practices Weekly –
with **Cristi Burrill**, Organizational & Talent Development Lead & **Amanda Mickelson**, Sr. HR Director, Employee Experience at **Oshkosh Corporation**

November 14: Next Practices Weekly –
with **Ann Costello-McLain**, Vice President of Talent & Total Rewards at **Magna**

THE 2025 CONFERENCE

Next Practices Now

March 3 – 6, 2025

Scottsdale, AZ & Virtual

Register by November 15 to save \$300. Learn more at i4cp.com/conference



Peter Cappelli

George W. Taylor
Professor of Management,
The Wharton School



Avani Prabhakar

Chief People Officer,
Atlassian



Kenji Yoshino

Chief Justice Earl Warren
Professor of Constitutional
Law, NYU School of Law



Lindsay-Rae McIntyre

Chief Diversity Officer and
CVP Talent and Learning,
Microsoft



J. Ofori Agboka

Vice President of People
Experience & Technology
for Global Operations,
Amazon



Lisa Bryant

CHRO, Dow



Brandon Roberts

Group Vice President,
People Insights & AI,
ServiceNow



Kristen Bauer

CEO, Laird Norton



Dimitra Manis

EVP, Chief Purpose
Officer, S&P Global



Stephanie Lilak

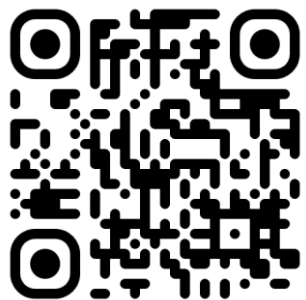
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EXECUTIVE
BRIEF

The Future-Ready Culture

*Proven traits of agile, engaged,
and prepared workforces*



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The Future-Ready Culture

Proven traits of agile, engaged, and prepared workforces

November 19, 2024 | 1:00 PM - 2:00 PM ET



Kevin Oakes

CEO, i4cp and
Author, *Culture Renovation*



Marshall Bergmann

VP, Advisory Services,
i4cp



REGISTER NOW

<https://www.i4cp.com/meetings/webinar-the-state-of-organizational-culture-health>





Lisa Pariot

Chief People Officer



AXIS Culture Renovation

Lisa Pariot, Chief People Officer



Specialty Solutions, Elevated

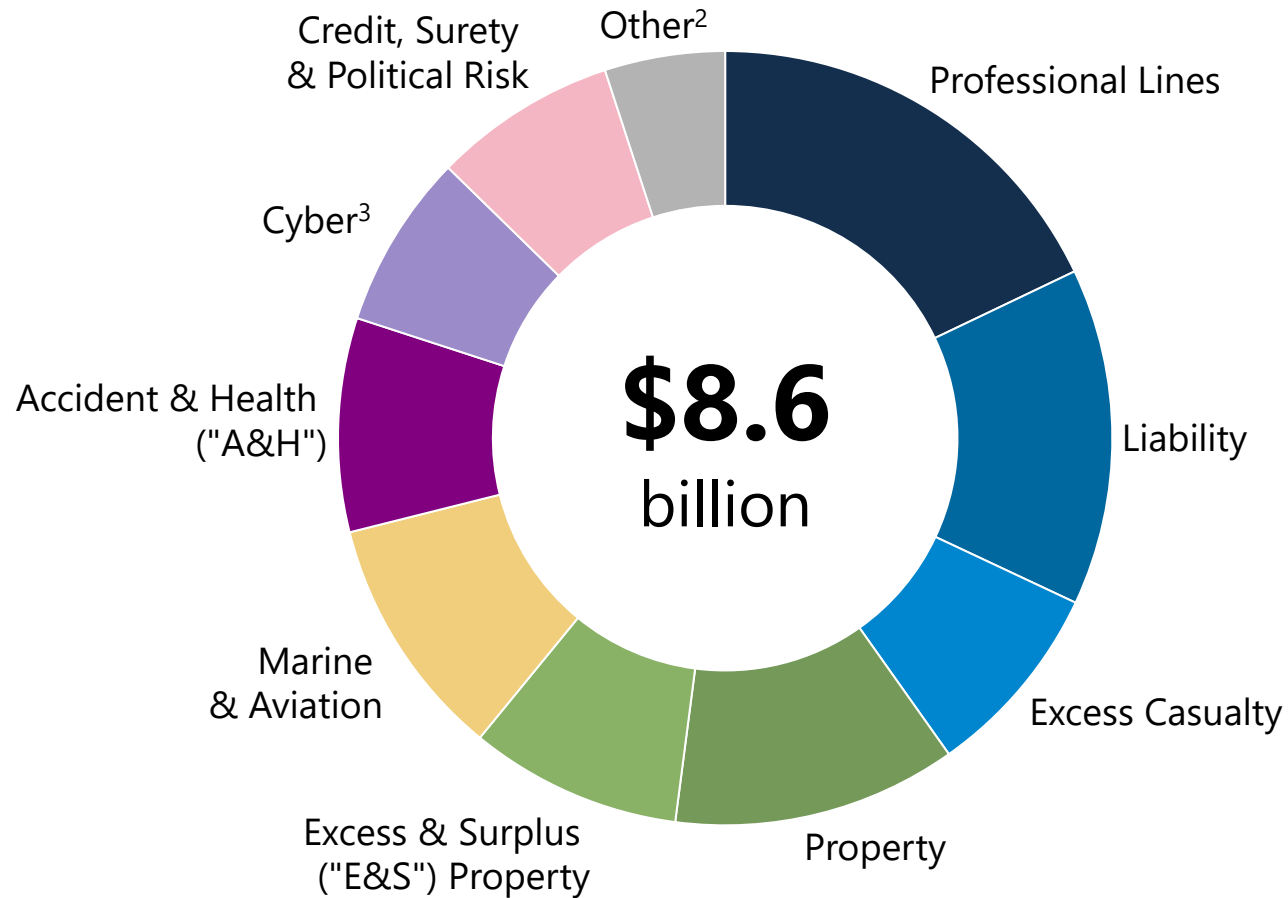


Our North Star

Be the **specialty underwriting** leader –
a global firm that stands apart for
providing tailored specialty insurance
products and services that directly
meet the needs of our customers.



Broad, Diverse Specialty Product Portfolio



Specialty Insurance

Bespoke insurance solutions including risks that are not insured through traditional insurance channels.

Reinsurance

Type of insurance utilized by insurance companies to manage risks and the amount of capital they must hold to support those risks.

Culture Work Goal



“Everyday practices matter more than anything else. How leaders and team members enact everyday tasks carries the most weight in creating a culture.”

-Admired Leadership

Phases : Ongoing

Phase 1

- Get the green light
- i4cp research phase
- Executive culture interviews
- Executive Workshops
- Culture SteerCo established

Phase 2

- Announce at CEO Update
- 20+ Culture Conversations/focus groups
- Refine Framework with Culture SteerCo
- Final Executive Committee Workshop

Phase 3

- Launch Values to organization!
- Incorporate measurement in performance management and people engagement survey
- Reward those who live the values through behaviors every day
- Keep listening to employees, be change ready
- Do what matters – at AXIS pace
- Keep improving, don't lose sight of the North Star

Measuring our Success: AXIS Culture Scorecard

You can't uncouple success and culture. We would never say we want an outcome and it doesn't matter how we get it. Culture is capital that can be measured and managed.

How is success measured?

- Culture Assessment Scorecard
- A combination of key data points measuring the most impactful culture metrics

How will the scorecard be used to drive business results?

- Provide clarity: where we are, what's the context, where do we want to be
- Holds the management team accountable to how we are doing
- Track trends over time: culture results coupled with business results

eNPS and Reputation Index				
Performance and Productivity Index				
eNPS Score (PES)	GWP/All Employees	Inclusion and Purpose Index		
Regretted Voluntary Turnover		H1 2024	H2 2024	H1 2025
Glass Door Rating				
Internal Mobility		% of employees in ERGs	Candidate Slates at least 50% Diverse	DEI Health (PES)
	Expense Ratio			
	Accountability (PES)			
AXIS Overall Culture Health				
	H1 2024	H2 2024	H1 2025	H2 2025
eNPS and Reputation Index				
Performance and Productivity Index				
Inclusion and Purpose Index				





Lisa Pariot

Chief People Officer

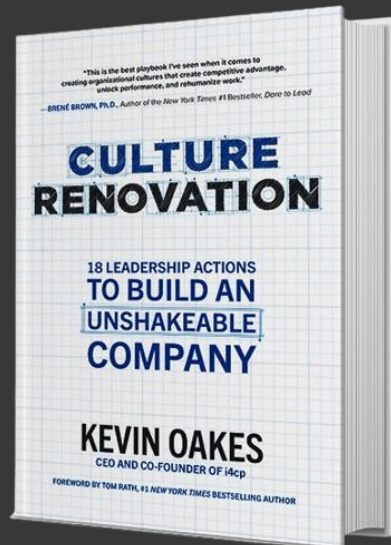


i4cp Advisory Services

Creating healthy cultures to build
unshakeable companies



i4cp Advisory Services leverages i4cp's groundbreaking Culture Renovation® research to guide and advise organizations to create cultures that boost performance and establish long-term competitive advantage.



Services include:

- Support and delivery of the 18 action steps of the Culture Renovation® Blueprint
- Executive briefings and workshops
- Comprehensive employee listening initiatives
- Organization culture assessments
- Culture scorecards, dashboards, and measurement strategies

Contact Us



Redeeming HRCI® and SHRM®

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“The use of this official seal confirms that this Activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.”



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Thank You

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