

ANDREW BROWN B.Sc., Dip. Ed., Grad. Dip. App. Fin., Fellow Inst. Actuaries Aust.

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CAREER PROFILE

Strategic Organisation Development Executive with extensive experience in building talent and organisational capability. Specialises in embedding contemporary organisation development strategies to respond to and catalyse major change through aligning interests of shareholders, employees, community and customers.

KEY COMPETENCIES

Executive Contribution

- Reporting internationally up to CEO level.
- Member of Executive Committees and Member of the Global AXA Learning and Development Board.
- Council member for the Institute of Actuaries.

Business Development and Stakeholder Management

- Building strong working partnerships across all relevant business areas, internally and externally.
- Reporting to Executive Steering Committees and Boards.

Strategic Leadership

- Embedding leadership and talent management strategies. This includes developing curricula, designing programmes, facilitating workshops and coaching individuals.
- Leading major organisation-wide change initiatives; Integrating and advising on global initiatives.
- Champion and catalyst for aligning leadership development to socially responsible initiatives.

Thought Leadership

- Authoring several papers including 'The Valuation of Natural Resources' and 'Leadership in an Actuarial Context'; writing a regular column on Leadership Development in Actuaries magazine.
- Keynote panel member at the 2011 Future of Learning Conference, Melbourne Business School.

People Leadership

- Building highly engaged performance-focused teams through effective coaching, development and mentoring. Delivering improved outcomes for customers and stakeholders.

After qualifying as an Actuary in 1997, Andrew leveraged his passion for learning and development through leading teams, coaching team members and undertaking accreditations in training and coaching.

Andrew applied these capabilities to address business challenges, embedding solutions such as the Managing regulatory Change initiative across Asia, and the Actuarial Mentoring programme in AXA Australia. With strong business outcomes from these initiatives, Andrew was appointed as Manager, Leadership Development in 2006, and headed the Learning and Leadership function from 2007 - 2011.

CAREER SUMMARY

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AMP (Australia)

AXA APH (Australia)

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Philippine AXA Life (Philippines)

AXA Life Singapore (Singapore)

AXA APH (Australia)

Owner and Director

Manager, Learning and Leadership Development

Manager, Learning and Leadership Development

Manager, Learning and Organisational Development

Manager, Leadership Development

Manager, Product Services

Chief Financial Officer

Appointed Actuary

Acting head of International Actuarial Department

CAREER HISTORY

lead.first.

2011 - present

Owner and Director of lead.first., a leadership development consulting business that partners with corporations and community groups in building leading cultures. Advises, facilitates and coaches senior leadership teams on design and implementation of strategy, leadership and cultural initiatives. In partnership with associates (The Full Circle Group, Mt Eliza Executive Education, The Pacific Institute, Swinburne University), clients have included AMP, Aurecon, CEDA, CGU, ESTA, G-MW, Herrmann International Asia, Kraft, OSR, REACH and VCA.

AMP

2011

AMP is a leading financial protection and wealth management business in the Australian and New Zealand markets. AMP is represented by 9000 advisers and manages \$130b in assets on behalf of its customers.

Manager, Learning and Leadership Development

Span of control - Leading the Melbourne-based Learning and Leadership Development team of six through the integration process, transitioning AXA learning and leadership philosophies, processes and practices into an integrated approach with AMP.

Reporting to – Director of Organisational Development.

AXA APH

2003 – 2011

AXA APH was the listed entity (de-listed in March 2011 as part of AMP transaction) with responsibility for the development of the Asia Pacific financial protection and wealth management businesses of the AXA Group. The AXA Group is one of the world's largest financial protection and wealth management companies serving more than 90 million customers in more than 60 countries.

Manager, Learning and Leadership Development

2007 - 2011

Span of control - Leading the team of six people responsible for establishing and embedding the leadership and talent management strategies across AXA Australia; most senior learning role in AXA Australia.

Reporting to - GM HR, Asia Pacific region; Member of the Global AXA Learning and Development Board
Achievements:

- Designed, developed and launched the 'Leadership in Action' strategic initiative to deepen leadership capability at both the individual and team level. Nominated for the AXA 2011 Innovation awards.
- Launched and rolled out, to 250 most senior people across AXA Australia, the AXA global '2012 and Beyond' leadership programme; average 4.3 rating on a 5 scale, with strong acceptance from executive team. Advised the global group on best practice implementation.
- Streamlined organisation-wide engagement surveys, from three to one; introducing global benchmarking.
- Launched and rolled out the 'Investment in Excellence' programme to over 500 self leaders across AXA. Average rating 4.7 on a 5 scale over a two year period.
- Member of the working group that established the AXA University Singapore campus.
- Developed the leadership behaviours framework guide for all levels of leadership across AXA Australia. Acknowledged by the Chief Learning Officer of AXA Global as best practice in the AXA group.

Manager, Leadership Development

2006 – 2007

Span of control - Designing, embedding and managing the AXA leadership curriculum, two indirect reports.

Reporting to - Manager, Learning and Organisational Development.

Achievements:

- Re-designed strategic leadership programme. Increased ratings from 5 to an average in excess of 6.5 on a 7 scale, which has been maintained over a four year period.
- Deepened practices and broadened application of diagnostics, with over 1000 people having gone through the Hermann Brain Dominance Instrument (HBDI).

Manager, Product Services – Financial Protection**2003 – 2006**

Span of control - Leading the team of eleven people responsible for all aspects of financial reporting for AXA Australia and New Zealand's financial protection product range.

Reporting to - directly to the CFO, AXA Australia; dotted line to Chief Actuary, AXA APH.

Achievements:

- Won the quarterly Finance 'Player to Leader' award for managing the review of mission, vision and values for the Finance function.
- Developed and launched the AXA-wide Actuarial mentoring programme – has been successfully running for five years, involving around 20 actuaries and 40 actuarial analysts per year.
- Led the review of income protection claim experience, which led to significant changes in the running and monitoring of the business.
- Won the Jo Davis Competition for best speaker in Victoria Rostrum, 2003.

PHILIPPINE AXA LIFE**2002 – 2003**

Philippine AXA Life is the alliance between the Metrobank Group, one of Philippines's leading financial conglomerates, and the AXA Group, one of the world's largest financial protection and wealth management companies serving more than 90 million customers in more than 60 countries.

Chief Financial Officer (Philippines)

Span of control - Leading the 54 people responsible for the Finance, Actuarial, Investment, Project Office and IT functions of Philippine AXA Life.

Reporting to - the CEO, Philippine AXA Life.

Achievements:

- Sponsored the project to launch the market-leading investment-linked product in Philippines – became the highest selling product in the market.

AXA LIFE SINGAPORE**2001 – 2002**

AXA Life Singapore is a wholly owned subsidiary of the AXA Group, one of the world's largest financial protection and wealth management companies serving more than 90 million customers in more than 60 countries.

Appointed Actuary (Singapore)

Span of control - Leading the twelve people responsible for the Investment, Product and Actuarial functions of AXA Life Singapore.

Reporting to - the CEO, AXA Life Singapore.

Achievements:

- Introduced the first financial reinsurance treaty in the Singapore insurance market.
- Led the review of solvency for AXA Life Singapore, leading to major financial restructuring of the company and a complete overhaul of the product range.
- Brought together Australian actuarial community in Singapore to design and embed a tuition system for Australian Actuarial students located in Singapore.

AXA APH**2000 – 2001****Acting Head of International Actuarial Department (Australia)**

Span of Control – Leading team of five responsible for managing the strategic financial aspects of start up operations and acquisitions of up to A\$1b and overseeing financial reporting and investment processes of AXA Asian entities.

Reporting to - the Managing Director, APH International Operations.

NATIONAL MUTUAL, AXA**1988 – 2000****Various actuarial roles (Australia)**

Achievements:

- 1999 – National Mutual ‘Young Actuary of the Year’, due to high quality of work and advice on acquisition of operations in Singapore and Philippines.
- 1998 – Team leader of the AXA team that won the Financial Review Management Competition (first out of 144 teams). The team represented Australia in the Asian finals.

EDUCATION

Graduate Diploma in Applied Finance

The Securities Institute of Australia, 1998

Actuary (Fellow of the Institute of Actuaries of Australia)

The Institute of Actuaries of Australia (IAAust), 1997

Graduate Diploma in Education

The University of Melbourne, 1987

Bachelor of Science (Honours)

The University of Melbourne, 1986

ACCREDITATIONS

- Accredited in TLC (The Leadership Circle), 2010
- Accredited in LI (Leadership Impact), 2009
- Accredited in Lominger Choices (Talent Development), 2009
- Accredited in OCI (Organisational Culture Inventory), 2008
- Accredited in LSI (Life Styles Inventory), 2008
- Accredited in HBDI (Herrmann Brain Dominance Instrument), 2006
- Accredited in MBTI (Myers-Briggs Type Indicator), 2005
- Certified ACMC (Associated Certified Meta-Coach), 2004
- Certified Trainer, NLP (Neuro-Linguistic Programming) and Neuro-Semantics, 2004
- Accredited in EQ-I (Emotional Intelligence), 2004
- Master Practitioner, NLP and Neuro-Semantics, 2003
- Practitioner, NLP, 2000

ADDITIONAL PROFESSIONAL ACTIVITIES AND MEMBERSHIPS

- Member of the IAAust Leadership Committee, 2007 – Present
- Lecturer, Communication – Commercial Actuarial Practice, 2005 – Present
- Member of the Commercial Actuarial Practice (CAP) Education Committee, 2004 – Present
- Vice President of Training, Rostrum Victoria, 2005 – 2007
- Chairman, IAAust Education Singapore Working Group, 2002
- Councillor, IAAust, 2001 – 2003
- Chairman, IAAust Futurism Committee, 1999 – 2001

INTERESTS

- Reading, with a keen interest in futures thinking, philosophy, psychology and leadership
- Wine
- Travelling and experiencing different cultures
- Bike riding with family
- Poetry
- Property development