

Swiss Re



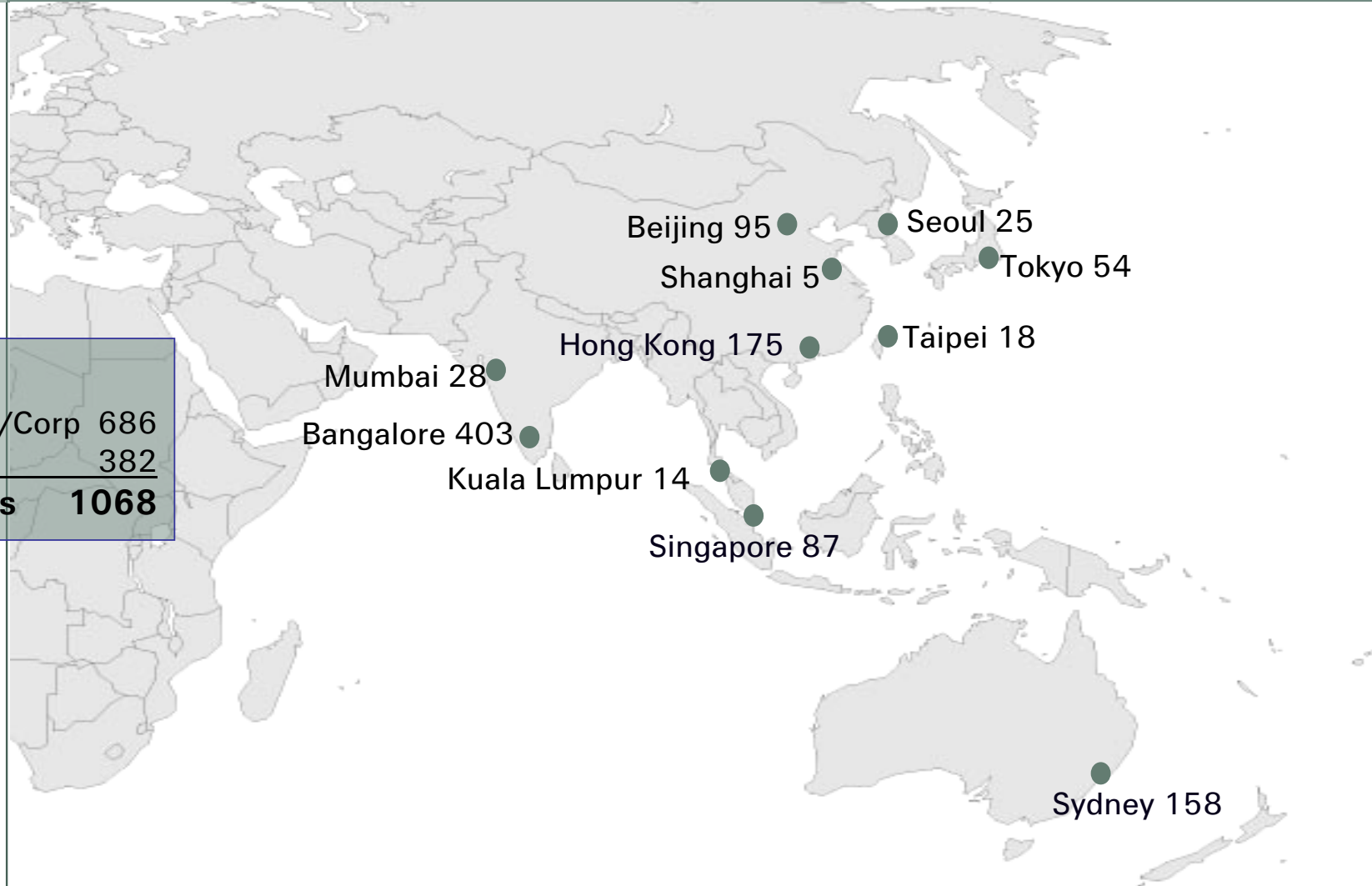
The war for Asian talent: Swiss Re's battle plan



44th IIS, Taipei, July 08
Martyn Parker
Head, Asia, Swiss Re



Where we are in Asia today... Our people & business

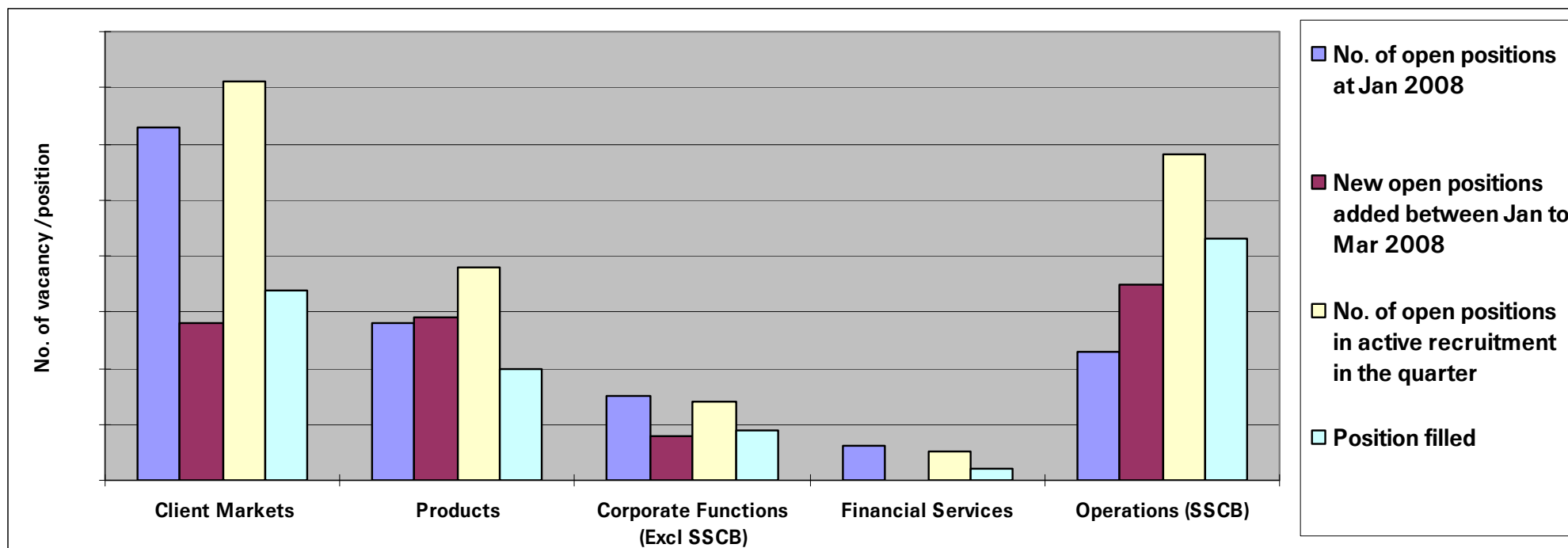


June 2008	
Client Mkts/Products/Corp	686
SSC Bangalore	382
Full time employees	1068

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Talent recruitment/retention: a never-ending battle



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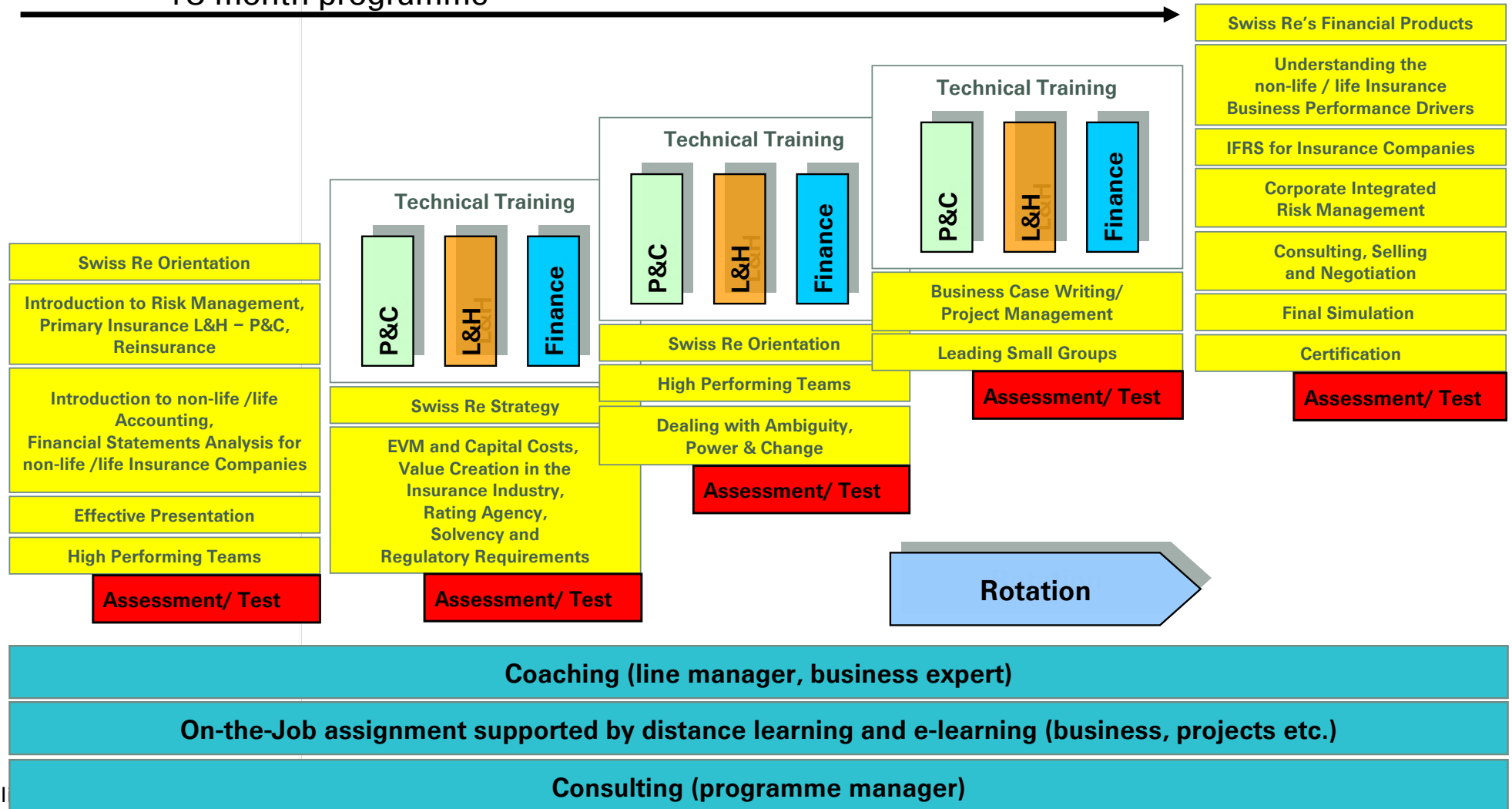
Securing our future: graduates@swissre

- Globally-driven, rigorous 18-month induction
- Tailored Asia Development Programme
 - Aggressive recruitment
 - local universities
 - Asian graduates from European or US universities
 - Across disciplines: mathematics, medicine, economics, law, finance, etc.



Development regimen: graduates@swissre

18 month programme





Graduate recruitment: Examples of Proud success stories



- Director, Property Treaty Greater China, Beijing
- Director, Head of Branch, Kuala Lumpur
- Director, Chief Legal Counsel Asia, Hong Kong
- VP, Property Treaty Desk, Singapore
- VP, Group Capital Management, Zurich
- VP, Client Markets, Beijing
- VP, eBusiness Manager, Hong Kong
- AVP, Public Sector Business, Singapore
- AVP, Casualty Treaty Desk, HongKong



Attracting top-quality mid-career professionals

- Attracting talent in the traditional re/insurance space is getting more difficult for Swiss Re
 - The Swiss Re brand is a draw
 - Quality of existing human capital: the good attracts the good
- However competition is now fiercer from all corners
- And as we venture into newer territory
 - In competition with broader financial services industry, particularly investment banking



A major management priority

- Managers objectives weighted 30% to leadership
- Personal development programmes
- Formal development programmes:
 - Leadership Development programme
 - Group Management Development programme
- Job rotation / international assignments
- Regular and honest performance management
- Encourage mutual responsibility



Swiss Re Academy Asia opened in HongKong in 2006

- For Swiss Re staff and clients:
 - 2007: development courses for more than 770 staff and 280 insurers, brokers and regulators from 17 Asia Pacific markets (70% from Greater China)
 - All levels from “introduction to reinsurance” to “corporate finance”, from personal leadership to advanced technical learning





Proactive steps to understand and then improve employee engagement

- Existing workforce satisfaction/engagement is an important retention tool
- Asia-wide staff survey undertaken with Hewitt
 - Piloted in Australia (where Swiss Re was named Employer of the Year)
 - Rolled out in Asia 2008
 - Commitment to action
 - To be taken worldwide
- Continual feedback on engagement/disengagement of entire workforce – includes formal drill-down into reasons for dissatisfaction/departure

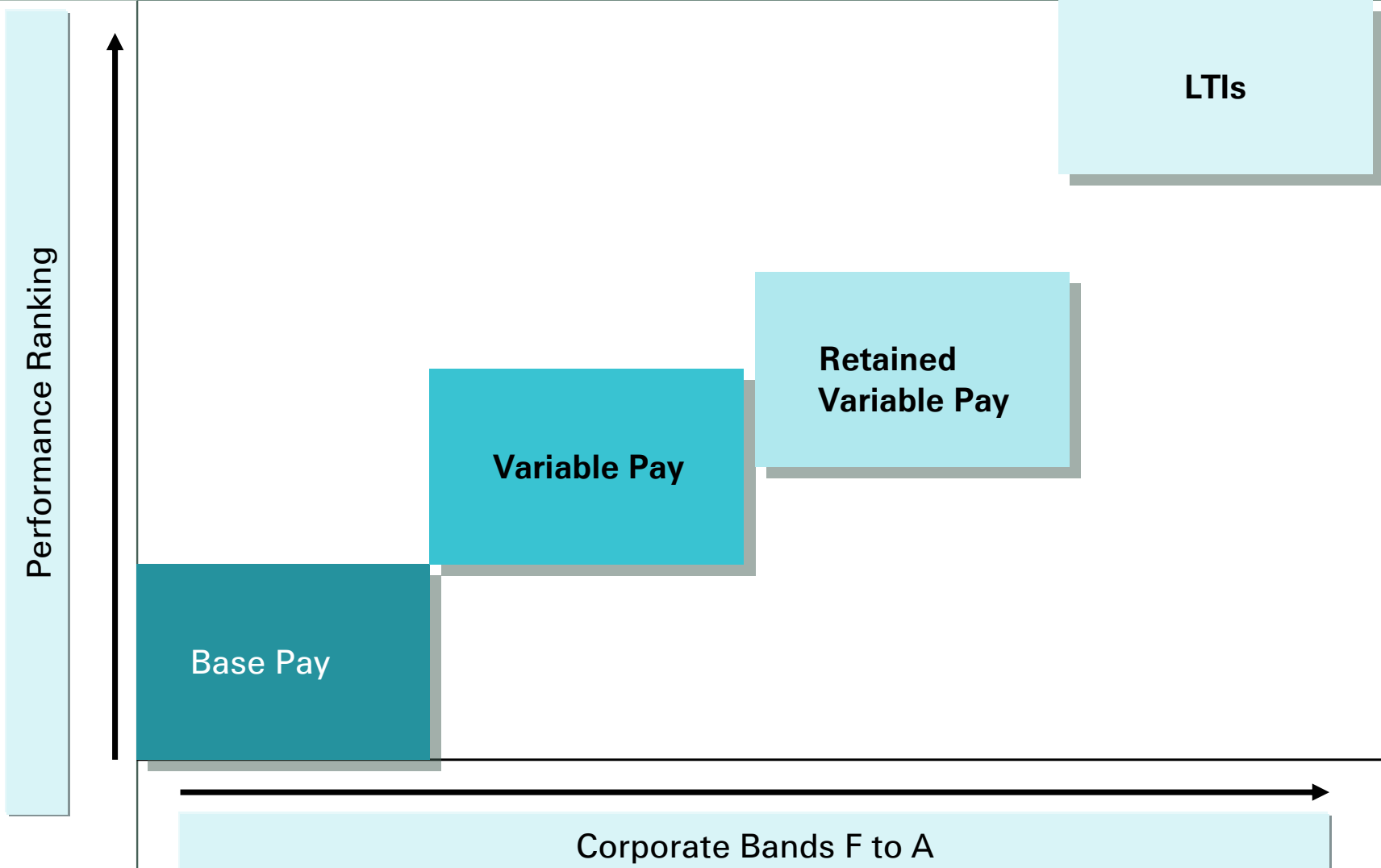


Other weapons in the retention arsenal

- Active diversity programmes to balance workforce, break (perceived) glass ceiling
- Global web-based ideas sharing events
- Regional 'townhalls'
- Local 'lunch and learn'
- Active encouragement of social events / team building



Compensation is structured as a retention tool





Future challenges

- It will get harder!
- Supply less than demand
- Build Swiss Re brand and brand story, especially in the broader financial services sector
- Push for diversity at senior management level
- Adaptability -- location / culture