

7 March 2017

Recommendations for consideration by Emirates Insurance Association

Willis Towers Watson is honoured to have been involved in the inaugural *Building HR in the Insurance Sector* conference organised by the Emirates Insurance Association.

We have developed a set of initial recommendations that, in our view, can help the EIA build on the excellent momentum generated by the forum.

Recommendations:

1. *Grow capability in HR in the insurance industry among EIA members over time*
 - a. That the EIA be congratulated for recognising and valuing the unique contributions that the HR function can offer to the industry's growth and development (as seen by attendance and engagement at 27th February event) That in building on this, the EIA encourage, support and/or facilitate the provision of structured technical HR learning and development modules to its members
 - b. That Willis Towers Watson, as one potential provider of such programs, courses and/or modules, be asked to develop and / or customise an outline of HR technical learning courses for consideration by EIA and its membership
 - c. That, if the EIA so desires, WTW be asked for a technical and commercial proposal covering the development and delivery of such HR learning modules to paying EIA members
 - d. That EIA (through a taskforce selected by and from EIA members) and WTW design and run forums, workshops and discussion groups on topics of relevance to the insurance sector
2. *Organise an HR group within EIA*
 - a. As per recommendation 1 d) above, that the EIA create a taskforce from existing members to represent the function's / industry's various HR needs and priorities
 - b. That this taskforce work with WTW (and others, as required) to develop events, topics and learning opportunities that progress the role that HR plays in member entities as well as for the industry as a whole
 - c. That this taskforce can become an advisor to the EIA Board of Directors on issues and priorities affecting the members' HR community

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3. *Create a 2017-2018 calendar of events*
 - a. That the HR taskforce work with WTW (and others, as required) to develop a series of activities specifically for the HR community within EIA
 - b. That this calendar includes, among other activities, an opportunity for EIA members to continue their 27th February focus on compensation & benefits in the insurance sector
 - c. That the calendar of events and activities be segmented by HR priority, by quarter and by level of EIA member interest
 - d. That the calendar of events and activities include a second HR Forum in October or November and focused on topics raised during the 27th February forum, including:
 - i. Performance management
 - ii. Competencies
 - iii. Compensation and benefits
 - iv. Workforce planning and analytics
 - v. HR technology trends

4. *Create a unique, market-leading industry value proposition (IVP) for talented people to join the sector:*
 - a. That WTW explain the concept of IVP and potential outcomes to a meeting of the EIA Board as soon as possible
 - b. That the Board encourages / directs the HR group / sub-committee to engage with WTW on what's needed to attract, develop and retain key-calibre employees
 - c. That the shared WTW/EIA group present ideas, concepts and recommendations to a future EIA Board meeting
 - d.
 - e.

We thank you for considering these recommendations and look forward to a long and lasting partnership between Willis Towers Watson and Emirates Insurance Association.

The Willis Towers Watson Team (Middle East)