



TECHNOLOGY, INNOVATION & TALENT

Accelerators for growth

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Key to our future success



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- Technology
 - Innovation
 - Talent



A Risky World



Israeli Attacks on Syria Fuel Debate Over U.S.-Led Effort

Texas fertilizer plant that exploded carried only \$1 million in liability

Cost of Environmental Degradation in China Is Growing

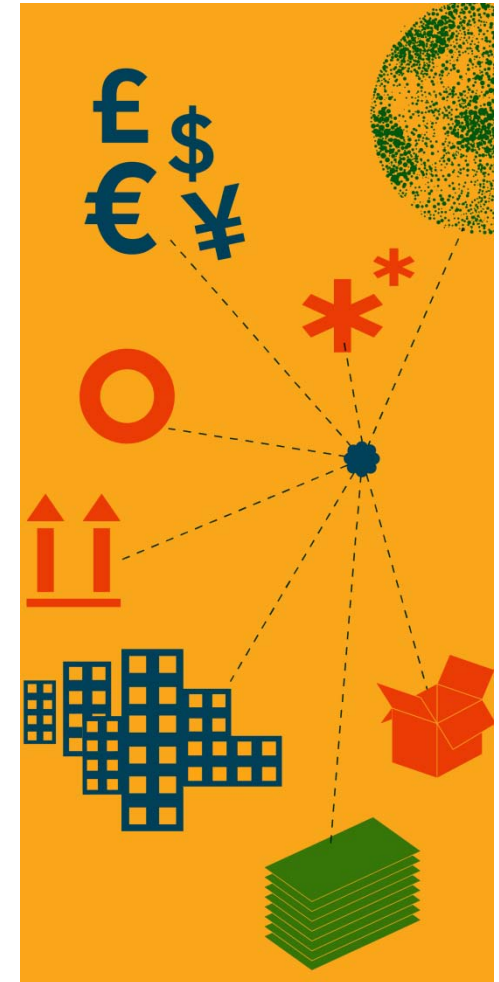
New York to Sue Wells Fargo and Bank of America Over Settlement Violations

Pentagon: Chinese Government Launching Cyberattacks

Five Macro trends



- New Risks and Industries
- Globalization
- Increasing government influence
- Organizational trends
- Continued advancement of analytical capabilities



Technology



- Technology is a growth accelerator
 - Increase efficiency
 - Boost analytics
 - Drive innovation
 - Attract next generation talent



Investing in Technology



- P&C insurers are spending in an effort to:
 - position themselves for growth
 - stay competitive
 - better manage profitability
- 56% of insurers increased their IT spending in 2013, up from 40 percent in 2010
- 5% of those plan to increase IT budgets by more than 10%



Source: 2013 Insurance Ecosystem: Insurer Technology Spending, Drivers, and Projects,” a white paper from Strategy Meets Action.

Where are they spending it?



Business Applications		Technologies and Tools
New Business / Underwriting	1	Business Intelligence
Policy Administration System	2	MDM / Data Warehouse
Agent / Broker Portal	3	Mobility Applications
Insured Self Service Portal	4	Predictive Analytics
Claims Administration System	5	User Experience Platform
Billing System	6	Business Process Management
Rating Engine	7	Workflow
Product Development / Management	8	Big Data
Agent Upload / Download	9	Customer Relationship Management
Financial / GL	10	Contact Center / Telephony



NOW YOU
KNOW

Innovation



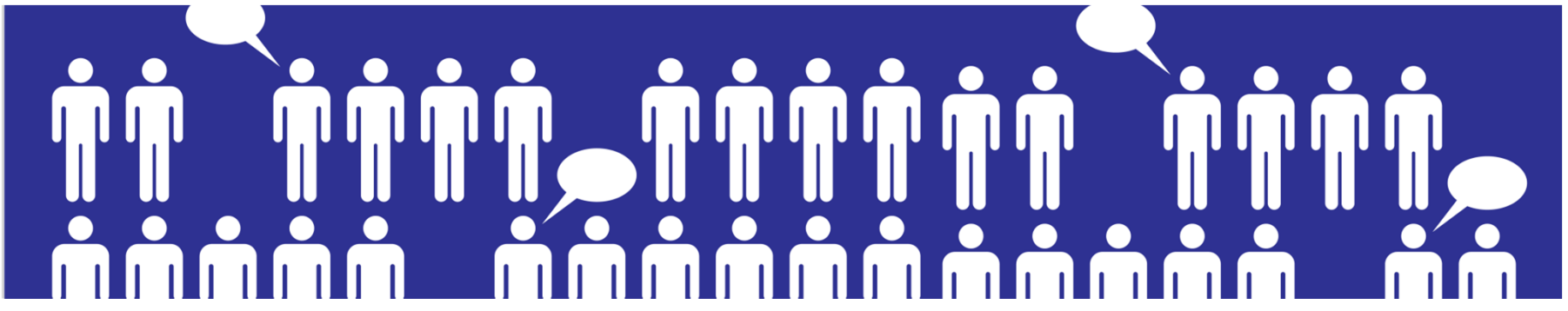
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- Innovation as growth accelerator
 - Are we keeping up with pace of change?
 - More and more specialized solutions are needed



Talent



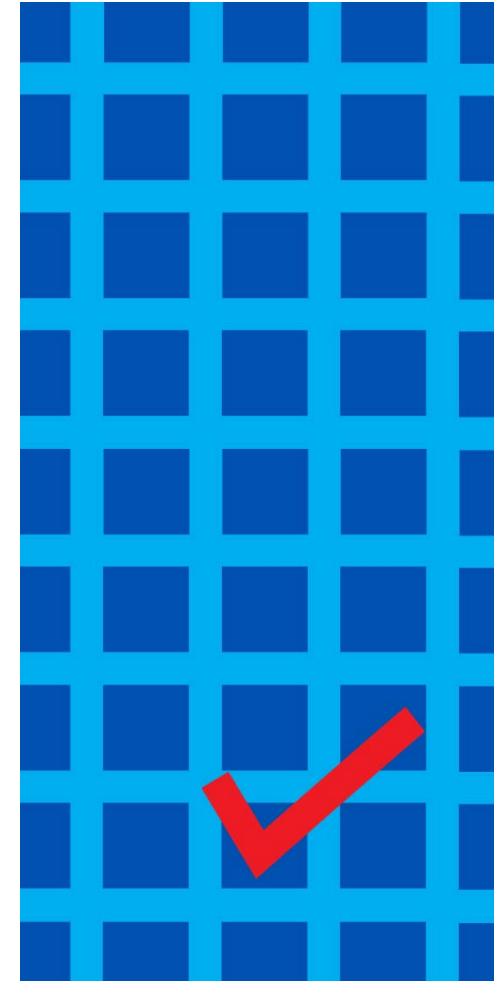
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- How do we attract, nurture and develop people?
 - How do we make Insurance a career choice?
 - How do we impress upon people the difference this industry can make?



World's Most Attractive Employers 2012



1. Google
2. KPMG
3. Procter & Gamble
4. Microsoft
5. Deloitte
6. Ernst & Young
7. PwC
8. J.P. Morgan
9. The Coca-Cola Company
10. Goldman Sachs
11. Apple
12. L'Oréal
13. BMW
14. McKinsey & Company
15. Sony
16. IBM
17. The Boston Consulting Group
18. adidas
19. Morgan Stanley
20. Johnson & Johnson
21. IKEA
22. Bank of America Merrill Lynch
23. Deutsche Bank
24. Nestlé
25. LVMH
26. HSBC
27. Unilever
28. Accenture
29. Citi
30. Bain & Company
31. PepsiCo
32. General Electric
33. Kraft Foods
34. Volkswagen
35. Credit Suisse
36. UBS
37. American Express
38. Heineken
39. Intel
40. Esso/ExxonMobil
41. HP
42. Siemens
43. Shell
44. Daimler
45. Toyota
46. Ford Motor Company
47. Pfizer
48. 3M
49. Dell
50. Mars



Aging workforce



- Between 2002 and 2012, growth in available workers aged 16 to 44 will lag that of workers aged 45 and older across all industries in the U.S.
- What about Insurance?
 - 88 % of CPCU members are aged 40 or older
 - 70 % of adjusters are aged 40 or older

Source: Bureau of Labor Statistics



Attracting our next generation



- Long-term career development
- Multiple experiences within a single organization
- Sense of purpose and meaning in the work
- Access to mentors and other company champions
- Tech-savvy work environment
- Open social networks that embrace open/honest communication

Source: Generational Talent Management, a 2004 study by Deloitte Consulting LLP and the Institute of the Future:





Program business offers tremendous opportunities to demonstrate how relevant our industry can be to our clients:

- Be innovative
- Use technology to boost internal efficiency, customer service and experience
- Apply your specialized talent





THANK YOU
Questions?

About XL Group plc



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 - We are the organization clients look to for answers to their most complex risks and to help move their world forward. To learn more, visit xlgroup.com

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