On August 9, 2011, SCOR SE, a global reinsurer with offices in more than 31 countries, acquired substantially all of the life reinsurance business, operations and staff of Transamerica Reinsurance, the life reinsurance division of the AEGON companies. The business of Transamerica Reinsurance will now be conducted through the SCOR Global Life companies, and Transamerica Reinsurance is no longer affiliated with the AEGON companies.

While articles, treaties and some historic materials may continue to bear the name Transamerica, AEGON is no longer producing new reinsurance business.

**Archive Materials**

**10 Essential Elements for an Effective Agreement**

Reprinted from the March 2006 Messenger newsletter

By Glenn Cunningham, Executive Vice President, Life Reinsurance

How can we start putting together an effective agreement for mutual, long-term success? Here are my 10 essential elements. I invite you to review them, let me know what you think or, better yet, send me a list of your essential elements for an effective, sustainable agreement.

1. Engage in a discussion about the essential elements of our business relationship.
2. It will not be easy because it means breaking our traditional habits of moving forward without putting a treaty in place. It will be shifting our focus from Ready, Fire, Aim to Ready, Aim, Fire!
3. To achieve a mutual understanding of objectives, roles and responsibilities, we need clarity on:
   — What we want to accomplish together
   — Each party’s duties and commitments
   — Each party’s promises, so we know who will do what; agreement on consequences for broken promises
   — Time commitments and value – who gets what for what
4. Keep each other informed about where we stand in regard to the critical factors that influence performance. To prevent surprises and disagreements, this information must be clear, transparent and measurable.
5. A healthy agreement brings unspoken fears and risks to the surface, which provides the opportunity to anticipate and prevent some of the challenges likely to come up
6. No matter how optimistic we each are, surprises do happen. We need to be prepared and have an agreed process to renegotiate promises and satisfaction.

7. Conflict and disagreements arise anytime individuals or businesses work together. We need to agree on a process that leads to new agreements. Resolving conflicts will then become a normal part of our relationship.

8. If we are not clear that we have an agreement we each can trust, then we don’t! This is why we think it is so important to take the time on the front end of our business transactions to pay diligent attention to details. The more detailed the vision, the more likely it will be realized.

9. I believe we each will benefit greatly if we embrace the idea of creating agreements for results versus negotiating agreements for protection. The benefits of such agreement are dual: the incremental value of desired results and the avoidance of the negative costs of conflict.

10. It is essential that we recognize that our relationship is much more important than the agreement. Earned trust makes it real.