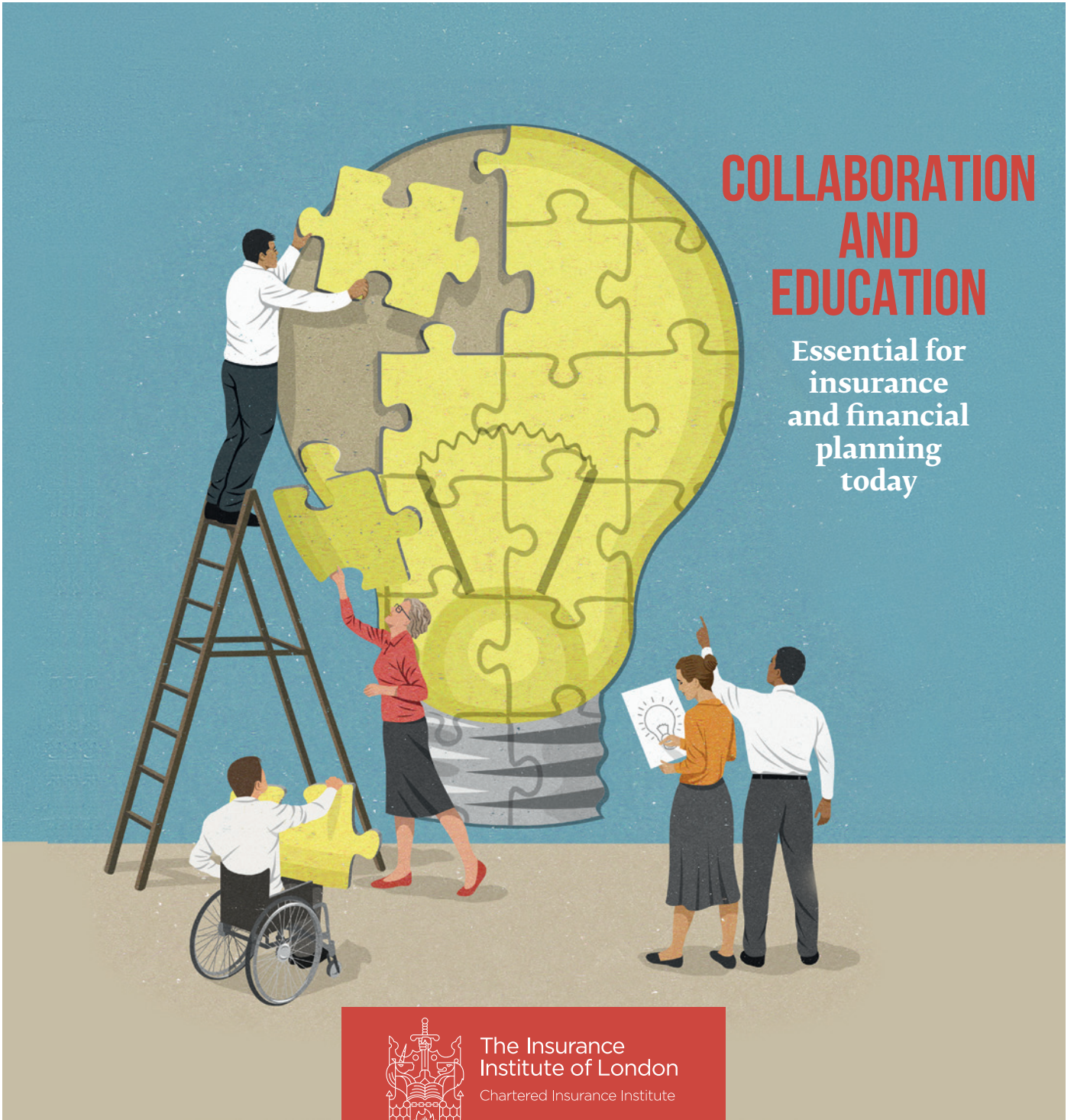


# THE LONDON JOURNAL

THE VOICE OF YOUR PROFESSION

2026



## COLLABORATION AND EDUCATION

Essential for  
insurance  
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planning  
today



The Insurance  
Institute of London  
Chartered Insurance Institute

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# FROM RICHARD DUDLEY

I am delighted to welcome you to this latest edition of *The London Journal*. As in previous years, there is a wide range of stimulating topics included.

It's no coincidence that we include messaging about marketplace change, the benefits of being curious, and the need to own your career development. Rapid change, both within and outside our profession, makes it essential to develop our knowledge and skills continually. Your Institute and the CII, more broadly, are here to serve these needs - through formal education, of course, but also by making lifelong connections.

I was delighted to interview Sean McGovern. His role(s), background and experience give him a distinctive perspective.

Thank you both to our contributors and to colleagues at the London Institute for their work to bring us the *London Journal* each year.

Enjoy!

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# WHAT'S HAPPENING AT THE INSURANCE INSTITUTE OF LONDON

From leadership transitions to an expanding programme of professional development and the early plans for the Institute's 120th anniversary, the IIL has continued to strengthen its role at the heart of the London insurance community.

## LEADERSHIP FOR A CHANGING MARKET

A significant moment came with the appointment of Richard Dudley ACII as IIL President for 2025–26, taking office at the AGM on 29 September 2025. Dudley, Group Chief Broking Officer at BMS Group, brings more than three decades of experience across reinsurance and specialty wholesale markets. He emphasised his commitment to member support and highlighted the sector's vital role in global economic resilience.

The Institute also welcomed Valtter Lehtonen Cert CII as the new Chair of the Young Members' Committee. Already deeply involved in the committee's work and previously Deputy Chair, Lehtonen's international perspective reinforces the IIL's dedication to supporting early-career professionals.

## PROFESSIONAL DEVELOPMENT FOR TODAY'S MARKET REALITIES

A central focus of the past year has been the Institute's expanding CPD programme. Members benefited from a broad mix of technical, regulatory, and personal-development sessions. Popular events covered cyber resilience, reinstatement valuation, coercive control awareness, and integrating AI in underwriting. One standout session—Designing AI for Underwriters—explored



human-centred AI tools that support judgment and manage uncertainty.

The wider CII community also published a key guide in November 2025: Managing Customer Vulnerability in Insurance and Personal Finance. It offers practical frameworks and tools to help firms identify and support customers in vulnerable circumstances while meeting FCA Consumer Duty expectations.

## STRENGTHENING COMMUNITY THROUGH EVENTS AND EXPERIENCES

Beyond CPD, the IIL expanded its social and networking programme, with highlights including the IIL Presidential Reception, exclusive member visits to the King's Gallery, and curated cultural experiences at the Tate Modern.

## LOOKING FORWARD: OUR 120TH ANNIVERSARY GALA DINNER AT THE TOWER OF LONDON

Preparations are underway for a landmark celebration in 2027: a Gala Dinner at the Tower of London marking the IIL's 120th anniversary. This follows the highly successful 2025 event, which brought

together more than 200 professionals for a memorable evening of private tours, a champagne reception in the White Tower, and a trumpet fanfare leading to dinner.

2024–25 President Lucy Clarke delivered a powerful address celebrating the Institute's mission and thanking members and volunteers. The President's Award was presented to Christopher Henley FCII for his exceptional service.

The upcoming 120th Anniversary Gala Dinner will be open to all members, offering a rare opportunity to celebrate this historic milestone together at an iconic national landmark. Ticket and table sales are expected to open later this year. Members are encouraged to register their interest early to secure a place at what promises to be one of the standout events in the Institute's long history. Enquiries should be sent to Flora Simpson, IIL Event Manager, via [flora.simpson@cii.co.uk](mailto:flora.simpson@cii.co.uk).

## ANNUAL GENERAL MEETING NOTICE

The IIL Annual General Meeting will be held online on Monday, 28 September 2026, at 12.30 pm. Special business proposals should be sent to the Institute Secretary Allison Potts via [allison.potts@cii.co.uk](mailto:allison.potts@cii.co.uk) by 5pm UK time on Tuesday, 23 June 2026.



**ALLISON POTTS**  
Institute Secretary (CEO),  
Insurance Institute of London

# COLLABORATION AND EDUCATION

## ESSENTIAL BEDFELLOWS FOR THE LONDON AND LLOYD'S INSURANCE MARKET

**A**s I tell anyone who will listen, the (re)insurance industry is a cornerstone of the global financial system, quietly underpinning economic growth, investment, and stability. (Re)insurance acts as a financial shock absorber, smoothing volatility across the economy – it oils the wheels of the financial system.

By using specialist lead underwriter and broker capability, and pooling capital from multiple syndicates to cover complex and specialty risks, our London marketplace enables coverage for exposures that would otherwise be considered uninsurable.

Insurers are also significant institutional investors. Premiums collected today are invested across the public and private sectors – providing long-term capital that fuels economic development.

Insurance is not merely a financial product. It is a foundational mechanism of resilience, enabling modern economies to function.

### UNPRECEDENTED CHANGE REQUIRES A REFRESHED APPROACH

The insurance industry in London, and Lloyd's in particular, is confronting a pivotal moment. Still known as the traditional centre of risk transfer and innovation, the marketplace is now having to contend with rapidly changing dynamics:

### A SOFTENING MARKET

Pricing across major lines has begun to ease as capital remains plentiful and underwriting competition intensifies.



Property rates have declined significantly, while overall premium growth has moderated in the face of price softening.

This shift has direct implications for the market's health and the sustainability of underwriting results. It is not just a matter of pricing – demand itself is cooling as

corporates reassess budget allocations amid inflation, higher borrowing costs, and muted economic growth. Customers are more selective, scrutinising policy value and questioning the relevance of traditional products in a world marked by unprecedented systemic changes.

## CHANGING BUYER BEHAVIOUR

Larger and more sophisticated clients are demanding more of the (re)insurance market. Our industry has grown up as a collection of experts, structured (some would say siloed) into a series of specific products and segments. These separate products quite rightly require specific expertise and capability, and they will continue to do so. But an increasing number of our customers find navigating our world – to understand how it can serve their needs – at best cumbersome and at worst downright irritating. They have business and operational concerns that span widely across their organisations, they do not want us to tell them they need to address those individually in what, to them, feels like a very inefficient process.

## HYPERSCALE OPPORTUNITY

Economic development is producing hyperscale opportunities for our industry. This is driven by investment in new industries (e.g. new energy sources) and, of course, the relentless march of AI and the associated demand for data centres. Much has been written about the latter but, suffice to say, placed construction sums insured have topped \$8.5bn for a single facility, and the split of values between the building shell and the technology housed within it are quite different to earlier norms. The energy system changes are well known, but scale here is also important. Take the Western Green Energy Hub (WGEH) project in Western Australia. This aims to become a supplier of green hydrogen to the world. The power generation complex (wind and solar) alone is planned to produce a peak power output of 70GW. Compare that to the largest-ever electricity demand across the entire United Kingdom at just over 61 GW. Offering a project like this, a billion or three of coverage is not going to register!

## A BLENDING VALUE CHAIN

Historically, each step and actor in the industry value chain had a specific, well-defined role to play. Driven by the rapid advance of data standardisation, capture and interpretation and the associated development of digital trading technology platforms, the role of each actor in the value

chain is becoming increasingly blurred. No longer is it the case that only traditional (re)insurance balance sheets are the place where capital is attracted to a portfolio of risk, nor is it completely clear in every case how different the role of insurers and reinsurers is. Brokers and MGAs can now function as conveners of capital at portfolio scale; third-party (increasingly institutional) capital is now directly playing the role traditional capital played. In London, an example is Syndicate 2478. A syndicate that takes a share across AIG's own reinsurance placements, backed by institutional capital (Blackstone), provided through the medium of London Bridge 2 PCC structure at Lloyd's. There are others, all of which show a seismic shift in our value chain.

## GEOPOLITICAL CHANGE

We are living in an age increasingly defined by a geopolitical environment fraught with uncertainty. Border tensions, conflict zones, sanctions regimes and trade disputes are wreaking havoc on global supply networks, balance sheets, and risk models. These pressures are not theoretical; it is clear now how interlinked political risk and economic stability have become.

## ARTIFICIAL INTELLIGENCE (AI)

It is clear that AI is having a significant impact on our operating models, the value chain, the scale of opportunity in the global economy, and the shape of risk itself – both risk specifically relevant to AI and how it is changing risk dynamics across a whole range of existing product lines in our marketplace.

## BROADER EDUCATION AND MUCH MORE EMBEDDED COLLABORATION ARE CRITICAL

The multitude of changes discussed above, both external and internal to our profession, implies a level of capability and flexibility not always seen across the industry.

Typically, experts in our profession are 'an inch wide and a mile deep'. In other words, they have deep ability in one risk aspect or line of business. We still need that depth of expertise, but, increasingly, we need colleagues who can translate the broad

range of change and business imperatives in our clients' businesses into holistic solutions. This is not just a matter of multi-class solutions, it is also about articulating the value of what we do to an increasingly demanding set of buyers, in a language they understand; explaining with confidence where the boundary between insurable and uninsurable risk exists; drawing in and educating institutional capital providers so that they understand insurance cash flows and risk correlations.

## FROM SILOS TO SHARED FRAMEWORKS

Today's challenges are too complex for siloed approaches. The market can no longer rely on isolated underwriting judgment, proprietary models, or isolated risk management philosophies. Instead, it must evolve towards shared learning frameworks and collaborative ecosystems that facilitate, at scale, collective responsiveness and creativity.

This requires breaking down historical barriers between insurers, brokers, reinsurers, capital markets and regulators. Each has unique insights and capabilities; when integrated effectively, they magnify our ability to create meaningful innovative solutions and, therefore, growth opportunities.

## A CALL TO ACTION: ADAPT, LEARN, COLLABORATE

The London and Lloyd's insurance market sits at a critical point in its development. The industry cannot afford complacency.

As Patrick Tiernan, CEO of Lloyd's of London, has articulated, success in this new era calls for smarter collaboration and deeper education.

Collaboration must become as standard and embedded as underwriting discipline. Education must be woven into every tier of the value chain. Only then can London and Lloyd's not only retain but also enhance our historic role as global risk leaders. ●



**RICHARD DUDLEY ACII**  
IIL President  
Group Chief Broking Officer,  
BMS

# ARRIVING FULLY EQUIPPED

**Callum Beaton** describes his route into the profession and the theme for his year as CII President

all the relevant tests, it was determined that my eyesight was not up to scratch.

I am more than happy to say that it has proved mutually beneficial to me and the Navy!

I had responded to a small recruitment advertisement in a national newspaper seeking A-level school leavers or graduates to join a City broking house and the advertisement went on to add 'knowledge of foreign languages useful'. I fulfilled that criteria with French and Spanish, although it was to be nearly twenty-five years until the usefulness was to be realised, leaving a client somewhat shocked when I corrected his understanding of an issue in Spanish.

Unlike Nicola, no one in my family came from a business background, but via a connection through a charity here in Guernsey where my mother worked, I spent a Saturday afternoon, when I'd rather have been sailing, listening to a Lloyd's Underwriter outline the workings of the London Market. (At that time, the careers master at school believed insurance to be the 'man from the Pru', and Lloyd's [sic] was a bank.) Looking back, that afternoon provided the origins of my Presidential theme under the



It is a great pleasure for me to pen this article for the Insurance Institute of London's Journal, yet the first thing I'm going to do is present an apology: an apology because my opening paragraphs will appear very similar to those of my immediate predecessor in office, Nicola Stacey. I hope, in what

follows, to convey the alignment of my career to my Presidential theme around the mnemonic EQUIP – education, qualification, unification, investigation and participation.

Like Nicola, I started my insurance career directly from school. I had wanted to join the Royal Navy but, while passing

mnemonic EQUIP. It marked the very beginnings of my insurance education, which enabled me to offer appropriate responses in interviews, thus securing my first career position.

In August 1977, I, together with eleven others, was signed up as a member of the Chartered Insurance Institute and, at the same time, we were told that we would spend the next four months on internal training courses while commencing study towards CII exams. We were to be EDUCATED in multiple areas of the insurance business. The role of education in our businesses is critical, and through roles on the CII's education and learning committee and also as an examiner, I have truly seen first-hand how it supports members and businesses alike. Reverting to education, my role as a junior broker at Lloyd's was the greatest educational opportunity one could possibly have wished for: I was not learning from one employer but from the entire market. Syndicate underwriters held revered positions: many appeared terrifying but, invariably, their questions, and often answers, were all part of the educational process.

By 1982, I had achieved my ACII and, significantly, the ability to place post-nominals after my name on a business card, evidencing that I had QUALIFIED. Qualification, of course, goes so much further now because, in order to evidence qualification, 35 hours of continuing professional development must be addressed annually. Consequently, all those with whom we deal can gain comfort that they are dealing with a professionally trained workforce. Even now, it's all too easy to hear people say 'I don't need a qualification to advance my career' or 'I don't have time to study'. My responses to both, recognising that the comments generally come from younger

members, are direct: 'How do you know that you won't need a qualification in the future?' and 'Make time!'

For a number of years, it has been well known that there were significant differences of opinion between the CII and the Personal Finance Society. Those issues have been addressed, and former problems are truly behind us. We can all say that we are part of a UNIFIED insurance and financial services profession.

For many, the term CPD conjures up the chore of sitting down and evidencing ongoing training. I prefer to consider it an INVESTIGATION. Consciously or otherwise, I'm of the view that an investigative mind is central to all our careers and, through investigation, we can enrich our own knowledge and that of others too. As careers advance, there is little doubt that we gain greater insight, sometimes into niche areas of business, but always across business as a whole.

A perfect target for the development of investigative skills is the FCII, evidencing not only ongoing CPD but also career development.

Careers go in different ways: in my case, having gained experience in a number of areas of general non-marine insurance, I found myself working for a Lloyd's syndicate. In the early 1980s, Lloyd's was facing very significant issues, and things were to get worse before they got better. An opportunity arose for me to return to Guernsey, where I had been brought up, to enter the captive insurance sector.

To this day, I am in no doubt that I secured the captive management position because of two things: being able to evidence education through my ACII and, every bit as important, first-hand experience of the workings of the London Market. The former is available to everyone prepared to commit to study; the latter, perhaps not so but there can be no question whatsoever that a comprehensive understanding of the London Market is central to any career in

insurance in the British Isles.

Investigation should continue throughout a career, and the training courses provided by employers and many local institutes are integral to that process. With a change in career direction, back in Guernsey, I returned on a learning curve. Knowledge from days in London and appreciation of client demands were cemented. When the rules regarding achieving FCII were changed in 2006, I realised that Fellowship was achievable, which marked a turning point not only in my engagement with the CII but also in my career.

A key thrust of the CII is membership engagement. Alas, it's all too easy for that to slip away over time, but PARTICIPATION is key to a vibrant member organisation. Of course, the Insurance Institute of London is the largest local institute in Britain, but there are 49 others all seeking to encourage and engage with their members. My FCII dissertation, for which I received the Rutter Medal, gave me added confidence. My own local institute approached me to become its Deputy President. One thing led to another. For almost ten years, I chaired the Fellowship Assessment Board; more recently, I chaired the Local Institute Volunteer Awards panel. All of these activities have provided immense satisfaction, but none, unlike the development of a career path, have been sought, and I am more than content to describe my position as President of the Chartered Insurance Institute as surreal, as well as being the highlight and twilight of my career.

There is no doubt that CII qualification and participation have been central to my career's progress and development, although I may not have realised it at times! If I can share just a part of what insurance has delivered to me to the next generation over the next few months I will be delighted. ●



**CALLUM BEATON FCII**  
Chartered Insurer  
President, Chartered  
Insurance Institute

I'M OF THE  
VIEW THAT AN  
INVESTIGATIVE  
MIND IS CENTRAL  
TO ALL OUR  
CAREERS

# WHAT DOES IT TAKE TO BE THE GLOBAL CENTRE FOR RISK TRANSFER?

**A**t the beginning of February, the London Market Group published its 2026 London Matters data set. It confirmed what many of us working in the specialty (re)insurance ecosystem already know: London remains the world's leading centre for complex risk transfer.

Over the past decade, the London Market's income has doubled – it now totals \$187 billion, an increase of 17% since 2022. It retains the lion's share of the global marine, aviation and energy market, and its share of the global reinsurance market in 2024 hit an all-time high of 8.7%.

But there is no room for complacency. Our position is not without challenge; with

an ageing demographic deepening London's talent challenge, and other (re)insurance hubs' growth rates being faster than ours.

## LONDON IS STILL THE WORLD'S LARGEST (RE)INSURANCE HUB

The London Market is a major asset to the UK. The latest edition of the report again highlights the scale of its contribution – £61 billion added to the UK GDP in 2024 – that is equivalent to the UK defence spending, to put the number in perspective. And that accounts for 37% of the City of London's GDP – we can officially stop feeling like the poor relation to other financial services!

London's strength is underpinned both by its scale and its unique make-up: an unmatched concentration of expertise,

depth of capital, world-leading brokers and carriers, and the ability to craft solutions for 'every conceivable type of risk', from traditional sectors to frontier technologies.

But the report also warns that growth is higher in other jurisdictions, including Bermuda and the US Excess & Surplus (E&S) market. So, if we want to retain our global position, where will the future be? As a mature market, growth will be harder, but it certainly cannot be argued that the world is becoming less risky, so helping people and businesses to manage that increasing risk should offer a wide range of opportunities.



## CONTINUOUS INNOVATION

The 2026 report offers a clear message: growth opportunities will come from the innovation we see all around us in society and from our own willingness and ability to find new, creative solutions to risk transfer.

It highlights a growing demand for (re) insurance across a range of emerging and evolving risk classes, including:

- **cyber**, where London already writes \$5.3bn annually and continues to innovate in coverage and services;
- **AI-related exposures**, including data centres, where new liability frameworks and performance-warranty products are being pioneered here in London;
- **new energy systems**, with renewables expected to reach 20% of global energy use by 2030, potentially driving \$800 million in additional London Market premium;
- **intangible assets**, from data to digital infrastructure; and
- **energy security**, where geopolitical volatility is fuelling demand.

However, unlocking this growth requires more capital. Programmes like London Bridge 2, which has grown 150% per annum to reach US\$1.9bn of deployed capital, show the scale of what is possible when the market collaborates with policymakers to build accessible, efficient capital pathways. But we can do more to make the UK ILS regime work more efficiently. To remain the global hub for risk innovation, London must make itself the destination of choice for investors seeking transparent, scalable access to insurance-linked returns.

## HUMAN CAPITAL IS VITAL

Financial capital is important, but without human capital, the market cannot operate. The most sobering element of this year's report is the scale of the growing demographic shift. Financial services generally, and insurance especially, are suffering from an ageing workforce. Today, the London Market has as many professionals over 50 as under 30.

Over the next decade, the proportion

of workers in the London Market aged under 30 is projected to collapse from 24% today to just 7%. As the market continues to soften and businesses look for savings, the recruitment of graduates and apprentices is often among the first things cut. And the signs are already there: job postings on the London Insurance Life jobs board fell 18% year-on-year in 2025.

The problem has been created by historically under-hiring for the rate of growth that the market has undergone, and by too few firms hiring at all. Historically, the market has recruited around 1,200 entry-level professionals every year – this is under 2% of the market (currently, it employs around 61,000 people). By comparison, professional firms like accountants hire at around 6%.

Of the 1,200 we do hire, 70% go to 10 firms – out of around 350 in the market. Even basic statistics say that this means many firms are not hiring at all at that level.

This should set alarm bells ringing. We cannot fuel long-term growth without fully trained, highly skilled people, and those skills take years to develop. No amount of AI adoption, workflow optimisation, or automation will change the fundamental truth that insurance is a people industry, built on judgement, innovation, and deep specialist knowledge.

If anything, the increased adoption and implementation of technology in our day-to-day processes should increase the need to hire younger people, digital natives. If my insurance provider is rolling out an AI system, I want it to be run by a 25-year-old, not a 65-year-old!

We also need an intelligent debate on how we hand on the baton. The market has an amazing wealth of expertise and experience – but it is going to retire in significant numbers in the next decade.



THE PROPORTION OF WORKERS IN THE LONDON MARKET AGED UNDER 30 IS PROJECTED TO COLLAPSE FROM 24% TO 7%

It needs to be handed on to the next generation. The trend is not our friend if firms don't actively hire more, regardless of the stage of the pricing cycle we are in.

Over the last four years, the LMG has worked with energy and focus on the 'supply' side of the equation – helping to make specialty insurance a destination career for young people. Its Futures Academy programme and broader early talent initiatives have attracted more than 700 students to spend time getting to know the intricacies of EC3 and

the opportunities a career in specialty insurance offers.

Working with early-career talent is both rewarding and challenging. Each year, we start with a fresh group of bright school and university leavers, full of potential but unfamiliar with insurance as an exciting and rewarding career option. Welcoming them into EC3 and showing them the unique opportunities that our market offers is a privilege, but one that requires consistent commitment. The work is never finished; the investment of time and energy must be renewed year after year. But there is no point if the demand is not there.

The 2026 *London Matters* report celebrates our global leadership but also rings some alarm bells. We have decades of strong performance behind us, but the years ahead require bold, coordinated action. If we can chart the right course, London can continue to shape the future of risk transfer for the next generation. ●



**CHRIS LAY ACII**  
London Market Group Chair,  
and a past President, IIL

# THE VALUE OF THE IIL TO YOUNG PROFESSIONALS

**Valtter Lehtonen, Luke Sears and Joe Pellicci** examine the benefits of membership of the IIL



Involvement with the Insurance Institute of London (IIL) is a privilege, a responsibility and – at the heart of it – a rewarding journey. But this article isn't really about the institution itself. It's about what the IIL gives to the people who walk into insurance early in their careers, and why that matters more now than perhaps it ever has.

To set the stage, a brief acknowledgement is necessary. In the months and, frankly, years after March 2020, there was concern among emerging market professionals that something had been lost. What was this post-COVID market going to feel like?

Would the magical energy of EC3 – the coffee shop conversations, the conference introductions, the after-work social encounters – ever really materialise for those who joined during or after the lockdowns? There was, and still is, a deep desire to get out, meet people, learn, laugh, and feel part of the brilliant insurance industry.

One of the most immediate and tangible things the IIL offers young professionals is simple but significant: access to people and perspectives beyond their own firm. The London insurance industry is vast, and yet it is remarkably easy to spend the first few years of your career knowing

only your own team, your own lines of business, and your own corner of the industry. The IIL changes that.

Through its events, workshops, and committees, young professionals get exposure to colleagues from across the market – insurers, brokers, legal professionals, claims specialists, etc. – building a network that would otherwise take decades to develop organically. Events like 'So You Want to Be a CEO?' put senior leaders in the same room as people who are only a few years into their careers, creating conversations that simply wouldn't happen through the normal course of office life.

That kind of access to experienced people who have navigated the industry and are willing to talk candidly about it is rare and genuinely insightful.

The IIL also brings awareness of the broader architecture of the London insurance industry. Many young professionals are surprised to discover the range of committees, societies, and working groups that operate within and around the market – covering everything from diversity, equity and inclusion to climate-related risk and sustainable finance. Knowing these exist, and having a route into them, opens up avenues for professional development that go well beyond the day job.

## PROFESSIONAL EDUCATION

Accreditation and continuous learning sit at the core of what the IIL stands for. Whether it's the Certificate in Insurance, the Diploma, or the full ACII and beyond, the IIL is deeply invested in supporting the CII qualification journey for young professionals at every stage. The resources, study support, and CPD events available through the IIL are extensive... and they matter. Qualifications like the ACII are recognised and respected by employers and clients alike. They signal competence, demonstrate commitment, and – perhaps most importantly – build a kind of quiet confidence in your own technical judgement that is difficult to develop any other way.

But the IIL has also understood for some time that technical knowledge alone doesn't make a rounded professional. Alongside the qualification support and with the help of the IIL Young Members' Committee (YMC), it provides workshops on leadership qualities, emotional intelligence, managing upwards, etc., skills that are crucial for career progression in almost any role, and yet are rarely discussed openly in the workplace, let

alone taught. These sessions give young professionals an opportunity to learn wider skills which will undoubtedly add value throughout their careers.

There is also a recognition that young professionals are navigating significant life decisions entirely outside the realm of insurance. Many have recently started their first professional job. Some are consolidating pensions for the first time. Others are thinking about buying a house or understanding how their salary compares to the market. The IIL addresses this through non-insurance-specific workshops – financial awareness, salary negotiation, and pension strategies – covering topics that schools rarely teach and workplaces rarely raise. It adds to the broad scope of what the IIL does, and it is truly valued by the people who attend.

## BUILDING CONNECTIONS

One of the less obvious aspects of what the IIL offers is the opportunity to simply be in the room with people you wouldn't otherwise meet. Through talks, panel discussions and networking events, young professionals are regularly exposed to figures of varying seniority from across the market, who are often far more approachable in these settings than their job titles might suggest. Those conversations, informal as they sometimes are, have a way of shaping how you think about your own career trajectory. A comment from someone twenty years ahead of you in the industry can reframe the way you approach a problem, a promotion, or a career decision, entirely.

Alongside this, the opportunity to volunteer is one of the IIL's most underrated offerings. The IIL and its various committees offer genuine leadership experience to people who are still early in their careers. Serving on a committee, organising an event, chairing a discussion – these are the

kinds of responsibilities that build skills in project management, communication, and collaboration that most people don't encounter in their regular roles until much later. For those who get involved, volunteering with the IIL is one of the most efficient ways to grow professionally outside the office.

The IIL creates a sense of community for young professionals in the London Market. More specifically, the Young Members' Committee exists specifically to represent early-career professionals from across the market, and in doing so, it fosters genuine connections between people who might otherwise never meet. The awareness of DEI initiatives, climate working groups, and the broader social purpose that runs through parts of the industry is something the IIL YMC helps communicate and champion.

The flagship social event – The YMC Winter Ball – draws over a thousand young professionals together each year for an evening that is equal parts celebration, entertainment, and genuine connection. It is also a significant fundraising occasion for partner charities. In 2025, the event raised £26,252.35 for The Wickers Charity, an organisation working to reduce gang and knife crime in East London through mentoring, education, and positive role models for young people. The parallel is not accidental: the same investment in young people that drives the IIL's work in the market drives its charitable commitments too.

If you are early in your career in the London Market, the IIL is worth your time and attention. The qualifications will open doors, your network will grow, the workshops will help you, and the people you meet through the events, committees, and shared experiences may well be one of the most enduring things you take from your early years in this profession. ●



**VALTTER LEHTONEN CERT CII**  
Chair, Young Members Committee  
Fine Art & Specie, Howden



**JOE PELLICCI**  
Broker – Marine Hull & War,  
Lilley Plummer Risks



**LUKE SEARS CERT CII**  
Claims Service and Relationship  
Manager, Munich Re Specialty

In 1993, Noel Tichy and Stratford Sherman wrote *Control Your Destiny or Someone Else Will*, about Jack Welch's transformation of General Electric. The title was provocative then, but it's practical advice now.

Welch's insight was simple: waiting for your organisation to adapt to market forces means accepting someone else's timeline for your career. By the time the organisation changes, the best opportunities have already gone to people who moved faster.

Thirty years later, that logic applies to every London Market professional facing AI disruption.

Your firm will adapt its training programmes, but institutional change moves slowly. If you're waiting to develop AI fluency and the skills that embrace automation, you'll be competing for mid-level roles against people who've been building those capabilities for years. Your career timeline is shorter than your firm's institutional change timeline; act accordingly.

### THE SKILLS GAP NOBODY'S TALKING ABOUT

Walk into any Lloyd's syndicate, company market underwriting box, or broking floor and watch what mid-level professionals do: extracting risk characteristics from submissions, comparing policy language across markets, drafting coverage summaries and benchmarking premium rates.

AI increasingly handles essential work that takes ten years of apprenticeship to achieve. It is helpful to consider the following questions:

- **What's being automated?** Processing submissions, comparing policy wordings, calculating treaty pricing and drafting initial presentations.
- **What's becoming essential?** Judgment under ambiguity, relationship capital when information asymmetry disappears, connecting what underwriters know about appetite, what claims handlers know about losses, and what reinsurers know about capacity.

# OWN YOUR OWN CAREER

## (OR AT LEAST ITS DEVELOPMENT)

The gap between what matters and what gets taught is widening.

### WHAT YOU CAN'T DELEGATE

You can't delegate this to your firm's training department:

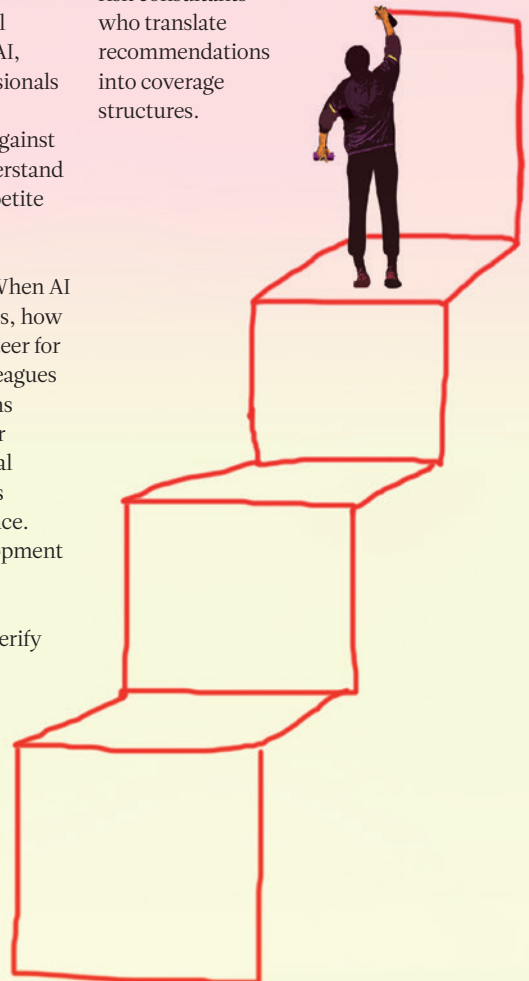
**AI supervision.** Daily use of AI in real work; draft policy summaries with AI, then compare to what senior professionals produce and learn what AI misses. Benchmark pricing with AI, verify against actual market placements, and understand where algorithms fail to capture appetite shifts.

**Judgment-building opportunities.** When AI compresses technical work timelines, how do you gain vital experience? Volunteer for difficult placements that senior colleagues are avoiding, shadow complex claims negotiations even when it's not your rotation and request cross-functional projects that force integration across underwriting, claims, and reinsurance.

Don't wait for a 'judgment development curriculum', create your own.

**Relationship capital.** When clients verify what you tell them through AI, relationships can't rely on information asymmetry. What remains is trust built over time through consistency. Junior professionals who recognise this early develop commercial networks that become competitive advantages.

**Cross-functional fluency.** The best opportunities in the next decade will go to professionals who integrate insight across functions; marine underwriters who understand claims implications; brokers who grasp (re)insurance capacity dynamics; risk consultants who translate recommendations into coverage structures.



AI can pull data across systems and identify correlations but it can't design solutions that navigate the politics of getting three departments to work differently. That requires humans who understand multiple parts of the value chain.

If your firm offers cross-functional rotations, take them; if it doesn't, create your own.

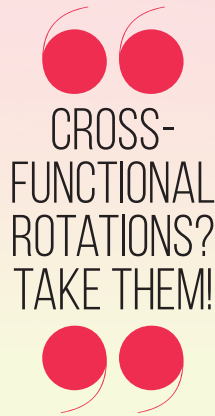
### THE PROFESSIONALISM RISK

AI might make you appear competent before you actually are. An AI-assisted graduate produces policy analysis that looks professional. The work is technically correct and the logic is sound — until it isn't.

What's missing is judgment about what the analysis doesn't capture. Senior professionals know what they don't know and they've been wrong enough times to develop healthy scepticism. They ask questions AI doesn't know to ask.

If you're using AI to accelerate output without building underlying judgment, you're creating a dangerous gap. You'll appear knowledgeable in stable conditions, then market conditions change, judgment becomes crucial, and you haven't built the muscle for it.

Professionalism means knowing when impressive analysis misses something crucial. That only comes from making calls, getting some wrong, and understanding why.



### WHAT LEADING FIRMS ARE DOING

They're making AI proficiency mandatory, not optional, with every professional required to demonstrate that they can use AI to draft analyses, benchmark data, and verify outputs. It's measured in CPD hours and tracked in placement performance.

They're running rigorous experiments, one product line at a time. AI handles all initial processing: underwriting submissions, claims notifications, and treaty analysis. They track quality and speed,

and they track what humans still need to correct, using real data to understand where human intervention adds value.

They're embedding technical capability in commercial teams, not in IT or innovation labs, with data scientists or AI engineers in underwriting, claims and broking. Watch what happens when technical capability sits next to commercial expertise.

The firms doing this now are building competitive advantages that will compound over time.

### WHAT THE CII COULD ENABLE

Professional qualifications have focused on technical knowledge — policy construction, legal frameworks, and market structure. That made sense when technical knowledge was scarce. AI has changed that equation.

The CII could redesign professional development around what AI can't replicate: judgment when multiple correct answers exist, coordination

across functions, negotiation when interests conflict, and relationship-building when information flows freely.

That means fewer exams testing policy clause recall, more assessment of judgment under ambiguity and case studies where the right answer depends on reading market signals, not textbooks.

The CII could support professionals who are embracing AI and build AI proficiency frameworks for self-assessment, creating case study libraries on judgment under ambiguity across market conditions.

The CII can also support mentorship programmes which connect junior professionals with seniors willing to share mistakes.

The professionals who will define the next decade aren't waiting for permission. The CII is well-positioned to support them.

### WHAT THIS LOOKS LIKE

- **Use AI daily.** Compare its output with that of experienced professionals. Note what it gets right and what it misses.

- **Learn cross-functionally.** Have weekly conversations with colleagues in different functions and build vocabulary beyond your speciality.

- **Seek uncomfortable assignments.** Pursue difficult placements or complex negotiations and deal with cross-border claims with the freedom to make mistakes while the stakes are manageable.

- **Assess honestly.** What do you know that AI can't replicate? Where are you building judgment versus just producing output? What relationships create commercial advantage?

### THE WELCH PRINCIPLE APPLIED

Jack Welch told GE managers: 'Control your destiny or someone else will'. He meant that waiting for the organisation to change meant accepting someone else's timeline for your success. The same applies now — to individuals and institutions.

Professionals who own their development now, who teach themselves AI fluency, who seek judgment-building opportunities, who build relationship capital deliberately, will be leading placements and closing deals while others are still waiting for institutional programs to launch.

Firms that embed AI proficiency into their culture, run rigorous experiments, and integrate technical capability into commercial teams will strengthen their competitive position.

The London Market isn't short of talent. Smart, capable professionals work for well-resourced firms supported by established professional bodies.

What's emerging is a divide between those who recognise the skills shift and act, and those who wait for institutional guidance. The first group will define the next generation of market leadership. The second group will discover that the roles they wanted went to people who didn't wait for permission to start learning.

Control your career. Or someone else will. ●



**TRACY-LEE KUS**  
IIL Vice President  
New Chair, IILBA  
CEO, Global Broking Centre, Aon

# NAVIGATING GOVERNANCE

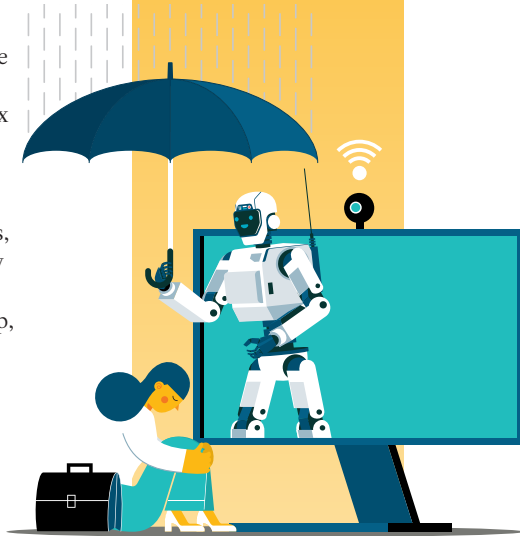
The rapid evolution of artificial intelligence (AI) in the insurance market presents transformative opportunities alongside complex risks. AI enables insurers and brokers to enhance decision-making, improve customer experience, and streamline operations. These benefits, however, can only be realised sustainably if AI adoption is underpinned by strong governance, responsible data stewardship, and a clear commitment to ethical standards. In the UK insurance market, these considerations are now central to regulatory compliance and public trust.

Regulatory expectations are intensifying under the PRA Outsourcing and Third-Party Risk Management Rules and the EU's Digital Operational Resilience Act (DORA). These frameworks increasingly intersect with AI, requiring firms to evidence operational resilience alongside human oversight, explainability, and accountability for AI-enabled decisions. As AI becomes embedded in core insurance operations, compliance is no longer a back-office function but a design imperative.

## AI GOVERNANCE

AI governance refers to the frameworks and policies that ensure AI systems are developed and deployed responsibly. Effective governance is critical to meeting expectations set by the Financial Conduct Authority (FCA) and the Prudential Regulation Authority (PRA), particularly around accountability, oversight, and risk management.

As Danny Flavelle of Verisk notes, 'For UK insurers operating under FCA and PRA expectations, we embed regulatory-aligned controls — covering data stewardship, transparency, human oversight, and model governance — directly into our solutions.' Embedding governance at the design stage helps ensure AI systems remain aligned with



regulatory obligations throughout their lifecycle.

Accountability must also be designed into AI systems from the outset. As Emma Wright, Global Co-Chair of the Privacy and Cyber Practice Group at Crowell & Moring, observes, 'Governance frameworks should clearly allocate legal responsibility across the AI lifecycle, because in a regulated sector like insurance, weak governance is not merely an operational risk but a legal liability. A robust AI governance framework, therefore, requires clearly defined roles and responsibilities, ongoing monitoring for bias and performance issues, and escalation mechanisms when risks emerge'.

Public-facing statements from vendors on cybersecurity, data stewardship, and responsible AI use can further assist insurers and brokers in meeting regulatory obligations with confidence.

## DATA STEWARDSHIP

Data is the foundation of AI, and its stewardship is critical to successful deployment in insurance. Given the sensitivity of personal and commercial data

handled across the market, strong data governance is essential to maintaining trust and meeting legal obligations.

Compliance with the UK General Data Protection Regulation (UK GDPR) is a baseline expectation, but compliance alone is not enough. Market participants best positioned to succeed will be those that treat data stewardship not as a constraint on innovation, but as the foundation that enables it.

Transparency is a central pillar of effective data stewardship. Insurers should be clear about how data is used in AI-driven underwriting, pricing, and claims decisions. Customers must understand how their data influences outcomes, reinforcing trust and informed engagement.

## ETHICS IN AI DEPLOYMENT

Ethical considerations are inseparable from AI deployment in insurance, an industry built on fairness and trust. Historical data used to train AI models can embed or amplify existing biases, potentially leading to discriminatory outcomes. Insurers and brokers should, therefore, be proactive in identifying and addressing these risks. Regular bias audits, strong human oversight, and meaningful explainability are key mechanisms for promoting fairness.

As AI becomes increasingly embedded in the UK insurance market, governance, data stewardship, and ethics must remain at the forefront of strategic decision-making. Robust frameworks integrating legal accountability, responsible data practices, and ethical principles are essential to sustainable AI adoption and maintaining trust across the London and international market. ●



**MARY BOWIE**

Managing Regional Counsel for the UK/RoI, APAC and MEA for Verisk

# KEEP BRITAIN WORKING: MAYFIELD REVIEW

The Mayfield Review, or the *Keep Britain Working Review*, is an independent examination led by Sir Charlie Mayfield into the UK's rapidly escalating crisis of economic inactivity. The Review highlights that ill health has become the single biggest driver of people leaving the workforce, with profound implications for productivity, public finances, employers, and long-term financial wellbeing.

The Review draws on extensive evidence, some of which is stark:

- 1 in 5 working-age adults are now economically inactive, with the UK performing worse than comparable European countries.
- 2.8 million working-age people are inactive due to long-term sickness – 800,000 more than in 2019.
- Only 52% of working-age disabled people are in work, with major barriers to entry and retention, compared to 82% for non-disabled working-age adults.
- A quarter of those on long-term sickness absence are absent for more than three months, which is an inflexion point at which the likelihood of return begins to fall markedly.

Commissioned by the Government, the Review explores how the UK can reverse the rise in people leaving work due to health conditions and disability. It argues that the current system is failing workers and employers and calls for a new shared responsibility model in which employers, employees, and government work together to keep people healthy and productive at work.

Central to this is the proposed Healthy Working Lifecycle – a framework that defines how employers should support individuals at every stage: from being healthy and productive to managing work-related conditions, to navigating sickness absence and returning successfully.

A second, practical component is a new Workplace Health Provision (WHP):



a non-clinical case management service helping employees and line managers intervene early, arrange adjustments, plan stays in work, and coordinate return-to-work plans.

The Review recommends a three-phase plan over 3–7 years:

**Vanguard phase:** the most crucial stage of implementing the Keep Britain Working reforms involves a group of early-adopting employers – referred to as vanguard companies – who volunteer to test, refine, and improve the new system.

**Expansion phase:** Standards are certified, incentives are introduced (e.g., procurement advantages, sick pay rebates), and workplace health support is scaled to more employers.

**General adoption:** A national shift where proactive health support systems, data integration via the Workplace Health Intelligence Unit (WHIU), and employer-led prevention become the norm. The Review has significant implications across protection, group risk, pensions, and financial planning:

- **Rising ill-health risk profiles:** Growth in long-term sickness, especially mental health conditions, will influence underwriting assumptions, pricing, and claims patterns.

- **Increased demand for workplace-linked health services:** The WHP model aligns closely with insurer-funded vocational rehab, early intervention services, and digital triage tools.
- **Greater need for long-term financial resilience planning:** With evidence that early workforce exit can cost individuals over £1m in lifetime earnings, financial planners will need to treat health-related work disruption as a central longevity and retirement risk.
- **Employer incentives create market opportunities:** If the government introduces tax incentives or procurement benefits for certified employers, insurers and financial wellbeing providers can help organisations meet standards through integrated workplace health and protection products.

## WHAT CAN ALL EMPLOYERS DO NOW?

- **Strengthen early intervention:** Regular check-ins, early discussions about health, and proactive adjustments prevent escalations.
- **Audit workplace health provision:** Identify gaps in occupational health, wellbeing support, and return to work processes.
- **Invest in data and monitoring:** Track absence, adjustments, and return-to-work rates – these metrics will become central in future certification.
- **Engage disabled employees better:** Build structured and consistent adjustment processes to reduce self-advocacy burdens. ●



**EDWARD GRANT FPFS**

UK Cabinet Disability & Access Ambassador for Insurance and Financial Planning, a Chartered Financial Planner, Chair of the IIL Financial Planning Committee, Non-Executive Director, Personal Finance Society and Deputy President Designate, IIL

# IN THE SPOTLIGHT

## SEAN MCGOVERN

Richard Dudley interviews Sean on change and the future of the London Market

**S**ean is the CEO of AXA XL's business in the UK and the Lloyd's market. He joined XL Group in 2016 as Chief Compliance Officer, Head of Regulatory and Government Affairs, before later being appointed AXA XL's Global General Counsel. Sean played a key role in the formation of AXA XL following AXA's acquisition of XL Group in 2018.

Before joining XL Group, Sean held various senior positions at Lloyd's of London, including General Counsel and Chief Risk Officer. Sean is Chair of the Lloyd's Market Association and Deputy Chair of the Council of Lloyd's and past Chair of the London Market Group.

**You give a lot back to the marketplace through your various roles. Why is it important for you to contribute more broadly, and how do you find the time to do so?**

I consider myself very fortunate to have been working in this market for 30 years.

The London Market is an incredible asset to global commerce and the UK economy, an asset that is not always appreciated as much as it should be. It is also a wonderful community with great people and a unique sense of camaraderie. Whilst we are all competitors, we also collaborate and share an interest in ensuring the Market's continued success. Having enjoyed the fulfilling career I've had, I feel it's important that I should contribute to that effort.

As for making the time - when you're passionate about something, you make the time for it! At AXA XL, I'm lucky to have a great team and colleagues around me who support me in this.

**How has your view on the London Market been informed by the multiple perspectives you have gained through your legal career and senior roles across our marketplace?**

I spent many years within the Corporation of Lloyd's in various roles, leading on legal, regulatory and market access issues.

Then I moved to XL Catlin in a global role, which provided insight into how a multi-platform specialty business

accesses markets and serves clients. After XL Catlin was acquired by AXA, I became CEO of a business that is part of one of the world's largest commercial insurers. All of these experiences have helped me see how Lloyd's and the London Market are options that brokers, clients and carriers choose and why.

This journey has given me an objective view on how Lloyd's and the London Market integrate with other marketplaces and companies and how they fit within broader strategies. I've seen the London Market from both the inside and the outside. That allows me to see what we do really well here in London, but also means I have a view on the areas where we still need to improve.

**We are in the middle of unprecedented change driven by geopolitical uncertainty, economic disruption, rapidly changing technology, including AI, and the impact of changing weather patterns. Do you feel positive about the role of insurance and the London and Lloyd's Market in this context?**

Current world events like the conflict in the Middle East highlight that what we do in the London Market has never been more relevant. The AXA Future Risks Report, which asks a broad selection of stakeholders about their risk priorities, shows us that threats are evolving rapidly, are often complex and are frequently interlinked. The world certainly feels risky – but we're in the risk business; we have broad experience to offer, and we have a vital role to play in finding solutions.

There's a genuine opportunity here for insurers to step up and work in partnership with our clients to help them navigate this challenging environment. In the London and Lloyd's Market, this is what we've always done. Our clients come to us seeking solutions to their most difficult and complex problems. Now more than ever is a time to leverage those strengths.

**We are currently seeing market cycles evolve and continued disruptions to the traditional insurance value chain. What advice would you give to market**

**professionals to help them manage their careers through this period of change?**

The Lloyd's and London Market have always evolved. But what is certain is that the pace of change is quickening. We're on the cusp of a phase in which we'll see increased M&A activity, higher levels of digital disruption and other shifts in the way we do business. That is all exciting and engaging.

I'd advise industry professionals to be curious. Ask questions, try to expose yourself to as many new things as possible. We all need an appetite to learn, and investing in your own learning is critical. In this way, we can adapt and grow our skills to be ready for whatever the future brings.



INDUSTRY  
PROFESSIONALS -  
BE CURIOUS AND  
ASK QUESTIONS



**If you had a magic wand and could change one thing about our marketplace overnight, what would it be and why?**

We all recognise that there's still a lot of work to do to improve efficiency in the way our market operates. There's no quick fix to that. But if I were to have a wish, it would be that we could collectively increase the pace of change.

We are seeing lots of effort and progress being made across the market, but we need to focus on increasing the speed of the evolution in how data is exchanged and trading is done.

At AXA XL, advancing digital transformation is one of our strategic goals and a key focus for 2026. We're

delivering digital capabilities that will enable data-driven, lower-cost decision-making. That digital connectivity will, we believe, enable us to access new business opportunities and make things better for clients too.

I recognise that there's no silver bullet to achieving market-wide transformation, but my hope for this year is that we see individual firms make significant strides towards that goal. I am optimistic about the future, but we collectively need to drive it harder.

**What is AXA XL's approach to promoting professional qualifications amongst your colleagues in the UK & Ireland?**

At AXA XL, we aim to cultivate an environment in which our team members can continuously enhance themselves and their teams and contribute to the growth of our business. To achieve that, we look to combine learning from peers, coaching and mentoring along with formal training.

Professional qualifications are an integral part of our learning and development offering. Continuous development is hugely important to our business and, we believe, to our colleagues' career satisfaction and overall wellbeing. Given that, it is vitally important that the training we provide is relevant.

We constantly look at what skills our colleagues need and want, sometimes looking at widening the list of suppliers that we work with; we're currently exploring providers that specialise in AI and data apprenticeships, for example.

We recognise the talent gap that our market is facing and the pace of change. We need to collaborate with current colleagues to ensure that the vital knowledge they possess is not lost to the market. Learning and development are key to the future of the market, and professional qualifications are critical. We must also develop and nurture relationship skills. The relevance of our work and the unique sense of community built through relationships combine to create the passion for the market's continued success. ●

**W**ith more than three decades in financial services, 15 years in banking, and 17 in insurance, Stéphane Flaquet has carved out a career defined by curiosity, internationalism, and a deep belief in the power of people. Stéphane joined Lloyd's of London as Chief Operating Officer in September 2025 and reflects on the industry's evolution, the unmatched learning environment of London, and the career philosophy that has shaped his journey.

### WHY INSURANCE?

For Stéphane, financial services have always been about human connection. Insurance supports people when they need it the most and shows the best of human nature through the claims process, moments of vulnerability, gratitude, and relief, which, for him, articulate the social purpose of the industry better than any mission statement.

'I've only ever worked in financial services because at its core, it's a people business. It's people helping people,' he says. 'Insurance in particular is a force for good. The world simply would not function without it.'

'That being said, the intellectual appeal of working in financial services and insurance was equally strong; solving complex problems and working alongside like-minded people creates an interesting and motivating environment: 'Insurance seems simple – collect premium, pay claims. But doing that well, sustainably and at a global scale brings huge complexity. That's what hooked me'.

### A GLOBAL CAREER SHAPED BY INTERNATIONAL ENVIRONMENTS

With French and Belgian heritage and early life spent in the Middle East, Spain and Portugal, Stéphane's worldview has always been international. It is no surprise that he gravitated towards London's global insurance marketplace.

AN  
INTERVIEW  
WITH...

STÉPHANE  
FLAQUET

Chief Operating Officer  
of Lloyd's of London

'London insurance offers international exposure on a scale you don't see in most financial services sectors; the diversity of nationalities, cultures, and professional backgrounds is both challenging and energising. It forces you to think differently and lead in a different way, adapting to the environment and the people you work with.'

Stéphane has witnessed and led various types of teams – both homogeneous teams, which included people from similar backgrounds, as well as leading a diverse team. Stéphane's experience shows that teams of people with similar backgrounds run a higher risk of groupthink, which can hinder innovation, whilst diversity, though harder to harness, can lead to better business outcomes.

'When I was Managing Director/CEO of Hiscox Europe, the team I led comprised of people of seven nationalities with backgrounds spanning underwriting, operations, finance, and technology. Leading such a team requires a different skill set. It takes longer to establish a common baseline. But once you're talking solutions, the ideas are richer. The critical thinking is sharper. Diversity, when managed well, yields better results.'

Leading a diverse team requires a different type of leadership, one centred on emotional connection, shared vision, and collective ambition.

'You can't rely on being the subject matter expert. You lead through purpose and cohesion, not content.'

## AN INDUSTRY IN NEED OF TALENT — AND FULL OF OPPORTUNITY

Stéphane is realistic about the talent challenge facing insurance.

'Historically, insurance hasn't been an industry people aspired to join. It had an image problem. People thought of door-to-door sales, not capital markets, data science, cyber risk, engineering, or reinsurance.'

But today's reality is very different. The industry is becoming increasingly analytical and data-driven.

- Insurance is built on massive volumes of structured and unstructured data.
- AI is creating decision-making and productivity improvement opportunities across the entire insurance value chain.
- Specialised roles require advanced technical knowledge and top-tier academic backgrounds.

'If you're smart and curious, you will find incredibly stimulating work here. Some of the smartest people I've met in my life are in insurance.'

He lights up when discussing AI, which he believes will reshape the value chain end-to-end.

'We're talking about productivity gains at a scale we've never seen before. This is a once-in-a-generation transformation. The best talent can come in and genuinely change the industry.'

There has never been a better time to join the London Market, which employs over 60,000 people in London and beyond. But data indicates that we only hire around 1200 young people every year in a mix of apprenticeships, graduate programmes and entry-level roles and with companies keen to attract young talent, this is an opportunity for young, bright people to join and have successful careers in the industry.

## WHY LONDON STILL MATTERS

Despite globalisation and technology dissolving geographical barriers, Stéphane firmly believes the London Market remains unique.

'Lloyd's is a phenomenal place for

young professionals. You see three generations of experts working side-by-side, you hear deals being made, you learn by osmosis. There is nothing like it.'

The concentration of talent within a tight geographic area (underwriters, brokers, actuaries, lawyers, capital providers), all interacting daily in the Square Mile, creates a vibrancy that's hard to replicate.

'It's a place where you can stand out. If you're ambitious, visible, and proactive, people will notice. Everyone you need to influence is right here.'

Still, he believes the industry must do more to engage young people across the UK.

'London's prestige hasn't fully translated to the rest of the country. We need better outreach across universities and schools. As an industry, we can't rely on word of mouth or chance to attract the next generation.'

For aspiring underwriters specifically, he believes Lloyd's is still the ultimate training ground.

'If you want to be an underwriter, Lloyd's is the place to be. You meet everyone, you see everything. It accelerates your learning dramatically and can truly progress your career, faster than anywhere else in the world.'

## SHOULD YOU MAKE A CAREER PLAN?

One of the most striking things about Stéphane's journey is how unplanned it has been.

'I never had a career plan,' he says. 'My only plan was to enjoy what I was doing. If you enjoy your work, you put energy into it. If you put energy into it, you tend to be good at it. And if you're good at it and operate in the right environment — opportunities come.'



He encourages people not to fear stepping into roles before they feel fully ready.

'There is always a gap. No one is ever 100% ready for the next role. The trick is to take the opportunities you think you'll enjoy. Take the risk.'

His favourite career advice is simple but powerful:

*'Always hire people who are better than you.'*

'They raise the standard. They push the team. They make you better as a leader.'

To this day, Stéphane makes decisions about his own career based on what he enjoys and on ensuring he is in roles where his passion and energy can shine day in and day out. 'For me, the question is always: will I enjoy the next chapter? If you're taking a job purely because it aligns with a master plan, but you won't enjoy the journey, don't do it.'

## FINAL THOUGHTS

Stéphane Flaquet's career is a blend of intellectual challenge, global exposure, and a deep belief in human potential. His reflections reveal a leader shaped by curiosity rather than rigid planning; by diversity rather than homogeneity; and by purpose rather than prestige.

His message to the next generation is clear:

'If you love your work, embrace complexity, and surround yourself with exceptional people, you don't need a perfect plan. You just need the courage to enjoy the journey.' ●



**ALINA SCHATTEN ACII**  
Vice President,  
Motor and Injury Claims  
Intact Insurance

# ONLY 15% OF EUROPEANS FEEL FREE

Financial health is as fundamental to wellbeing as physical or mental health. Just as doctors and therapists guide people toward stability, financial planners help clients achieve security, confidence, and ultimately freedom. Yet new research from European Financial Planning Association (EFPA) shows a stark gap between how much people value financial health and how few feel they have achieved it.

## FINANCIAL HEALTH: HIGHLY VALUED, RARELY ACHIEVED

The findings are striking:

- 86% of Europeans say financial health is important.
- One in four say it is the most important area of their lives.
- Only 15% feel financially free, and just 20% feel able to pursue their dreams.

The UK reflects this paradox. Britons place a high premium on financial security but struggle to translate intention into action. Debt pressures and weak financial awareness are more pronounced in the UK than in many peer countries.

## UK VS EUROPE: WHERE THE GAPS ARE LARGEST

### Debt management

Across Europe, 36% hold liabilities such as mortgages or loans. But UK households report higher stress and more overdue payments than those in Germany, Sweden, or Italy. Nearly half of UK respondents struggled to repay debt in the past year.

### Awareness of income and spending

This is the UK's most concerning weakness and the UK stands out with the least accurate estimates:

- income miscalculated by nearly £3,900; and
- spending miscalculated by around £3,200.



This lack of financial awareness leaves UK households exposed to liquidity shocks and undermines long-term planning.

### Savings behaviour

While 78% of Europeans save at least occasionally, only 36% do so regularly. UK savings rates sit in the middle, but a significant minority have no savings at all, leaving them vulnerable to even small financial disruptions.

### Retirement preparedness

Only 41% of Europeans actively prepare for retirement. UK respondents show limited awareness of their pension contributions and often underestimate future needs.

### Emotional relationship with money

Across Europe, money is strongly associated with freedom (90%) and security (75%). Britons share these views but report higher levels of stress and household conflict around money than Swedes or Italians. This emotional burden directly affects decision-making and long-term planning.

## LESSONS FOR UK PLANNERS

Financial literacy alone is not enough.

Behavioural support, emotional guidance, and practical tools are essential to bridge the gap between knowing and doing. For UK advisers, this means addressing the psychological and behavioural dimensions of money.

**1 Close the precision gap:** With UK households showing the largest errors in estimating income and spending, advisers can add real value by introducing simple tracking tools. Encourage clients to use budgeting apps, bank alerts, or low-tech spending diaries.

**2 Bring emotion into the conversation:** Money evokes strong emotions – stress, conflict, but also pride and freedom. Advisers can differentiate themselves by creating space for clients to talk about these feelings. Asking questions can uncover motivations that drive better planning.

**3 Make retirement real and tangible:** With only 41% of Europeans actively preparing for retirement, and UK awareness of pension contributions low, advisers must make retirement planning more tangible. Use visual tools and scenario modelling to show the trade-offs between current spending and future security.

Financial planners are uniquely positioned to turn intention into action. The data shows that people want financial health but struggle to achieve it alone. By addressing behavioural gaps, emotional barriers, and long-term planning inertia, advisers can help clients move from stress to stability – and from stability to freedom. ●



**EDWARD GRANT** FPFS

Chair, IIL Financial Planning Committee  
Chartered Financial Planner

# FINANCIAL EMPOWERMENT

**F**inancial confidence rarely appears overnight. More often, it begins with a question someone finally feels safe enough to ask. Not all financial

wellbeing journeys begin in boardrooms or lecture halls; mine began at the school gates.

Like many parents, I spent afternoons chatting while waiting for the bell. And I learnt something surprising: many capable professionals felt deeply unsure about their finances.

They were dealing with mortgages, childcare costs, pensions, and caring for ageing parents. However much they earned, many worried about their financial future. Some avoided talking about money altogether. Others felt embarrassed to admit they didn't fully understand pensions or investments.

What struck me most was a lack of accessible financial education and supportive guidance.

## THE ADVICE GAP IN EVERYDAY LIFE

In the UK, we frequently discuss the 'advice gap' – the reality that many who need financial advice don't receive it. However, these conversations often overlook the guidance gap.

Many people need support long before they are ready to seek professional advice. They need the confidence to ask questions like:

- Am I managing my money well?
- What should I prioritise first - debt, savings or pension?
- How do taxes work?
- How do I prepare for life events?
- What's the best I can do with what I have?

For many, financial planning feels intimidating if the basics were never explained. For those going through life



**1 Current standing:** An honest, grounded look at today's numbers.

**2 Vision:** Defining what a 'good life' actually looks like.

**3 Choice:** Understanding the different options available.

**4 Momentum:** Identifying the small, achievable steps to take next.

For those facing uncertainty, this clarity restores a priceless sense of control and hope.

## Why financial education and coaching may be the missing link in the advice gap

changes, financial decisions carry extra emotional weight.

When financial stress grows, emotional strength is tested. People delay decisions, and even good plans can fall apart.

This is where financial education and coaching become powerful catalysts for change.

## EDUCATION BUILDS CLARITY. COACHING BUILDS ACTION

Financial education provides knowledge; financial coaching turns knowledge into action.

Coaching helps bridge the gap between 'knowing' and 'doing'. It shifts the focus from abstract products to personal values. Often, the most transformative moment in a coaching session isn't the discovery of a new tax wrapper; it is the achievement of clarity.

This clarity encompasses four vital pillars:

## A COLLECTIVE OPPORTUNITY FOR THE INDUSTRY

Financial education can't be reserved for advisers, employers, or schools. Improving financial well-being requires teamwork across the financial services industry. As our profession evolves, we need to expand how we support people before they ever reach the advice stage.

To create and sustain lasting financial strength, we must normalise these conversations by:

- integrating practical financial literacy into school curricula;
- embedding robust financial wellbeing programs in the workplace; and
- creating seamless, accessible pathways from general guidance to regulated advice.

For companies in insurance and financial planning, this is a great opportunity

Integrating financial education and coaching into client engagement strategies can strengthen trust, improve outcomes and expand the reach of professional advice.

When people feel informed, they make better decisions for themselves, their families and communities. ●



**ALINA BURLACU DIP PFS**  
Deputy Chair, IIL Financial Planning Committee  
Director, AB Personal Performance Coaching

# HOT TOPICS IN INSURANCE AND FINANCIAL PLANNING

Find out which issues are taxing  
the best brains in our business

ILLUSTRATIONS: DANIEL GARCIA



## INCLUSION AND DIVERSITY

### RACHEL EDWARDS

III Inclusion and Diversity Committee  
Managing Director, UK and Europe, iPipeline

Over the past year, geopolitical factors, legal developments and rapid technological change have reshaped the gender equity and representation agenda. The UK Supreme Court decision *For Women Scotland v. Scottish Ministers* established the definition of the terms man and woman in the Equality Act 2010, which had implications for gender equity, LBGTQ+ inclusion and gender identity. The purpose of this ruling was to make clear the definition of terminology, not to provide guidance on how to specifically apply the Equality Act in practice. As such, there are potential challenges for employers in balancing conflicting rights associated with gender-critical beliefs and gender identity.

Gender and ethnic diversity remain critical issues, particularly in leadership, finance and technical roles. McKinsey's



Women in the Workplace report states 'Women face less career support and fewer opportunities to advance as companies show declining commitment to women's progress'. While women hold 43% of FTSE 350 board roles, only 35% are CEO or MD positions, falling to 22% in midmarket companies. Women of colour represent less than 10% of C-suite positions, with some Fortune 500 companies announcing the removal of DEI criteria from executive board evaluations, risking further regression. Despite this, closing the gender gap could lead to an increase in GDP of approximately £43.5 billion by 2030. In insurance, we have also seen the value of creating products that support diversity and accessibility – a direct motion to growing the market and supporting the financial security of a wider proportion of the population.

For me, however, it is about the fundamentals – how do we grow diversity within the workplace and for our customers? We have a shared responsibility to listen, learn, and strive for more to keep inclusion and diversity central to every conversation. ●



## AVIATION AND SPACE

### GARETH HOWELL ACII

Chartered Insurer  
Chief Underwriting Officer, Europe,  
Global Aerospace

Airline forecasts for 2026 from IATA were for worldwide passenger growth of +4.9%, with strong demand in Asia tempered by more modest growth in North America. However, conflict in the Middle East has had a dramatic effect on airline traffic, not only in the region but worldwide. Insurers have been grappling with a rapidly changing risk profile for aircraft operating in the region, and airlines are managing a dynamic operating environment whilst seeking to cut costs wherever possible as rising fuel prices and unpredictable demand squeeze margins.

The fragility of the airline insurance market was highlighted late in 2025 with the crash of a 34-year old UPS cargo aircraft which prompted a significant reassessment of insurers' US exposures and rating levels, coming closely on the back of the January 2025 American

Airlines mid-air collision above Washington D.C. with a U.S. Army Blackhawk helicopter.

A key theme of the aviation insurance market remains competition; insurers, MGA's and reinsurers have all been drawn to this class and in almost all sectors there is an abundance of capacity available to brokers and their clients. In such a competitive marketplace, marginal gains can make the difference between profit and loss, and I am excited about the opportunities that technology can bring to our industry. From trading digitally, to using AI to review submissions and augmenting underwriters rating models with third party data, 2026 promises to be a defining year as we move from conceptual ideas to viable solutions.

In the Space industry, NASA are

planning to return astronauts to the moon with their Artemis missions, whilst in the commercial sector private companies continue to dominate. SpaceX are hoping to master orbital refuelling between their Starship vehicles, Blue Origin are launching their Blue Moon lunar lander, Rocket Lab are debuting their Neutron rocket and China's Landspace are hoping to successfully launch their Zhuque-3 rocket to compete with the US dominance in reusable launchers.

We're excited about giving members an insight into the challenges and opportunities that lie ahead through our 2026/27 aviation and space CPD programme. ●



## CYBER

### ROB WINDSOR-CLIVE ACII

Chair, IIL Cyber and Technology Committee,  
Product Owner, HX

Quantum computers (QCs) have been described as an 'in the next decade' technology for the past 30 years. But progress is real, albeit not at the exponential rate of AI, which has eclipsed quantum as the breakout tech of the 2020s.

QCs will be invaluable in revolutionising computation, including modelling of proteins and other organic substances, optimising network problems to support logistics and 'breaking encryption'.

This latter 'use case' is the one garnering the broadest attention. Much of

the encryption of data since the creation of the internet uses the difficulty of factorising large numbers to keep our information safe. The maths to solve these encryption challenges is simple, but the way traditional computers work means it would take thousands of years to solve. Quantum computers are different, utilising qubits rather than bits, and being suited to completing these mathematical calculations in a fraction of the time.

Current quantum computers sit in labs and universities, the equivalent of the Wright Brothers' first aeroplane in 1903, technically achieving flight but of no

practical use. That is expected to change soon.

Technologists are aware of the risks posed by QCs, and post-quantum-cryptography (PQC) is the norm for new systems.

However, a challenge awaits. What data has been stolen in the past? Its encryption keeps it safe, even as it resides on the thieves' or their buyers' hard drives. By the time powerful QCs are readily available, much of this data will be so old as to be irrelevant. But not all of it. And when it is decrypted, when did the event take place – at the point of theft or the point of decryption, years later? Looking for a heads-up on a tech theme for 2027 – make a note of HTDT; 'Harvest Today, Decrypt Tomorrow'. ●



## PROPERTY

**SIMON WARREN ACII**  
Chartered Engineer,  
Chartered Insurer and  
Risk Practitioner  
Chair, IIL Property  
Committee Portfolio

Manager, UK Property – Specialty and FAC,  
Dual

**Secondary catastrophe perils**

In 2025, catastrophe losses reached US\$107 billion, marking the sixth consecutive year above US\$100 billion in losses despite the absence of a major primary-peril event. The loss profile was dominated by secondary perils rather than hurricanes, floods or earthquakes. Severe convective storms (SCS) alone generated around \$US50 billion

of insured losses globally, making 2025 the third costliest year on record for this peril.

These losses were characterised by high-frequency, mid-severity events rather than single-shock losses, with cumulative aggregation across the US driving material earnings volatility for both insurance and reinsurance markets. The Los Angeles wildfires in Q1 2025 produced approximately \$US40bn of insured losses, the largest wildfire loss ever recorded globally.

In contrast, primary perils such as hurricanes, earthquakes, and floods played a limited role in the 2025 loss year. The Atlantic hurricane season was benign from a (re)insurance loss perspective, with no hurricanes making landfall in the United States for the first time since 2015. While the season produced 13 named storms, insured losses remained low as major systems

largely tracked offshore. Hurricane Melissa generated only around US\$2.5 billion of insured losses, a fraction of the losses attributed to SCS and wildfires.

For property underwriters, the implication is clear: secondary perils are no longer attritional noise. They materially influence technical pricing, aggregate management, and reinsurance strategy and need to be reflected in catastrophe pricing/loadings, rather than absorbed into broader assumptions.

This requires a more robust approach to pricing, with underwriters distinguishing between frequency-driven secondary perils and traditional peak peril exposure. Even in a soft market, underwriting discipline on wildfire, hail and tornado perils remains critical, as these increasingly determine portfolio volatility rather than primary catastrophe perils. ●



## CASUALTY

**NOELENE MCKENNA**  
Chair, IIL Casualty Committee,  
Underwriting Manager – Environmental, Retail Property  
and Casualty UK, AXA XL

Casualty underwriting is being reshaped by a convergence of systemic risks that are redefining traditional liability frameworks. AXA's Future Risks Report confirms that climate change, geopolitical instability and cyber security remain the top global threats, with 95% of experts believing that crises have increased in recent years. This reinforces a fundamental shift for insurers; volatility is no longer episodic, it is structural.

Climate change continues to rank as the number one risk globally, not only due to physical impacts but because of its cascading effects across operations, people and governance. Extreme weather events are disrupting supply chains, infrastructure and workforce safety, thereby creating secondary liability exposures across employers', public and product liability.

Geopolitical instability ranks second,

with economic consequences such as sanctions, trade disruption and supply chain fragility now the primary concern. These pressures translate into casualty exposures through contractual disputes, regulatory divergence and operational uncertainty. Additionally, rising social fragmentation is heightening employer and public liability risks, particularly in regions experiencing workforce instability or civil unrest.

Cybersecurity remains the third-highest global risk, while AI and big data continue their rapid ascent. Generative AI and deepfake technology are reshaping clients' risk profiles, introducing new professional, product, and management liability considerations. As digital transformation accelerates, underwriters are now assessing governance frameworks, data practices,



and ethical AI use alongside traditional controls, adding new layers of complexity to casualty portfolios.

Client expectations are evolving accordingly. Nearly 90% of experts agree insurers have an important role in protecting against future risks, signalling a shift away from purely transactional underwriting towards advisory-led partnerships. This involves combining coverage with analytics, risk intelligence, and tailored prevention strategies to help organisations understand how risks intersect and how liability exposures may evolve over time. ●



## REINSURANCE

### BEN ROSE ACII

**Chartered Insurance Practitioner**  
Chair, IIL Reinsurance Committee  
Co-Founder and President,  
Supercede

The reinsurance market has enjoyed a period of record profitability, but it has been brief.

Traditional and alternative capital remain abundant, again reaching new heights across both domains. Structures such as Lloyd's London Bridge 2 have expanded the routes through which capital can access risk, sustaining investor appetite despite a volatile start to 2025 and a year marked by severe convective storms. The absence of a US hurricane landfall has kept catastrophe losses within tolerance, reinforcing competitive conditions.

For cedents, however, the environment feels more complex than comfortable.

Supply has grown faster than demand. While reinsurance rates have eased, primary insurance margins have come under pressure. Savings achieved at renewal have often been retained rather than reinvested, as boards balance capital efficiency against an uncertain earnings outlook.

There are genuine growth opportunities. The rapid expansion of global data centre capacity, fuelled by artificial intelligence, is creating new exposures and specialist reinsurance structures. The associated insurance market is forecast to exceed £100bn by 2030.

At the same time, ratings agencies have revised outlooks downward in anticipation of further softening. Competition is returning, and the higher attachment points and tighter terms secured in recent years may face renewed challenge.

In this context, the key question for cedents is not simply where rates settle, but how well they understand the shape of their protection as it evolves: how individual placements interact across the programme, and what trade-offs are being made along the way.

The market remains profitable. Whether profitability and meaningful organic growth can be sustained in parallel is less certain. If margin expansion proves harder to achieve through underwriting alone, balance sheets may once again become the primary lever – setting the stage for a renewed wave of consolidation across cedents, brokers and reinsurers alike. ●



## NATURE AND SUSTAINABILITY

### WILL BUTLER

**Chair, IIL Nature and Sustainability Committee**  
CEO and Founder, GaiaSicura

#### **Natural capital as an insurable asset class**

The rapid growth of natural capital markets is reshaping how organisations approach land management, ecosystem restoration, and environmental investment. Alongside this momentum, however, lies the significant challenge that nature regeneration projects are inherently complex, involve multiple stakeholders, and operate within an underdeveloped financial landscape. As a result, participating entities face sizeable exposure across multiple fronts, and the desire to guarantee returns has largely gone unanswered.

According to UNEP, recent private capital investment in nature-based solutions to climate change is increasing exponentially, yet remains far below what is required. With this growth comes a desire not only for insurance-backed securities such as bonds, but also for insurance for nature itself. The historic absence of sophisticated risk-transfer mechanisms (and even simple ones at times) has been seen as a significant barrier to the scalability

of markets seeking to attract private funds.

As a result, though, the insurance industry is seeing increased activity in this specialist space – driven initially by some high-level carbon credit trade deals – and scrutiny is being turned onto securing the supply of these natural capital assets through well-understood mechanisms that don't require on-the-ground knowledge of ecological restoration, but still go direct to source.

In London, particularly (but also in the EU), biodiversity net gain regulation has provided a sharp lens for risk transfer mechanisms to entice investment. With high-value opportunities in small geographic sites, coupled with 30-year+ liabilities upheld by law, the need for specialist insurance is high, and demand in this space is now starting to push through to insurers.

Collectively, these trends reflect an asset class maturing towards greater financial rigour, credibility, and insurability, which will be seen as essential foundations for scaling the nascent natural capital markets. ●

## HOT TOPICS



## FINANCIAL PLANNING

**EDWARD GRANT FFPS**

### Chartered Financial Planner

Chair IIL Financial Planning Committee, Non-Executive Director, Personal Finance Society Deputy President Designate, IIL

### Technology, vulnerability and the enduring value of advice

This year has seen our profession awash with commentary on artificial intelligence – its promise of productivity gains, enhanced service models and the ability to interrogate ever-growing volumes of data. Yet, as I complete my tenth year as Chair of the Financial Planning Committee, it is important to return to first principles: the enduring value of professional advice, and the role technology should play in supporting, not supplanting, human judgment.

We partnered with the European

Financial Planning Association to deliver a joint webinar, featuring Andrew Gething, on managing consumer vulnerability. This theme resonates across both insurance and financial planning. This was complemented by an excellent session on Consumer Duty with Vanessa Riboloni and Martin Greenwood, highlighting the strength of the CII's thought leadership in this space.

Our one-day conference with the Personal Finance Society London Region brought together leading speakers. They explored the fiscal implications of the Budget, practical planning strategies, and the importance of impactful communication and deeper human connection throughout the advice process.

Social media effectiveness proved to be another popular topic, with Matt Cordas offering guidance on avoiding common pitfalls in brand building. Melissa Kidd followed with an engaging session on avoiding first-meeting missteps to strengthen client relationships



from the outset.

My brilliant successor, Alina Burlacu, added insights into how financial coaching underscored its growing importance in helping clients prepare for both expected and unexpected life events. Her perspective reinforced how education, coaching and mentoring can reduce anxiety and bring clarity during vulnerable periods.

Finally, my sincere thanks to Allison, Patricia and the entire IIL team for their exceptional stewardship of the CPD programme and for the support they have shown me over the years. ●



## EMERGING ISSUES IN CLAIMS

**PAUL BURGESS**

Chair, IIL Claims Committee, Senior Vice President, Global Head of Multi-National Claims, Sompot International

The insurance industry is facing an evolving landscape, and claims professionals must adapt to tackle emerging challenges. The Claims Committee has identified several critical topics for discussion in the upcoming programme.

### ● AI in claims

Artificial intelligence is revolutionising claims management through fraud detection, predictive analytics, and automation. A dedicated webinar will explore how algorithms identify suspicious claims, enhance efficiency, and ensure ethical implementation while balancing automation with human oversight.

### ● Handling US claims

Panel discussions will tackle the complexities of US claims, including nuclear verdicts, de-skilling of defence counsel, and litigation strategies. Sessions will evaluate insurers' proactivity and the importance of collaboration with legal experts to develop constructive approaches.

### ● Renewables and construction risks

The rise of renewable energy projects brings challenges such as supply chain disruptions, delays, obsolescence, and the management of claims under CAR and OAR policies. A panel will address how insurers can support sustainable development while mitigating risks.

### ● Climate change and claims data

Changing weather patterns and increasing catastrophes necessitate proactive strategies. A Europe-focused webinar will highlight the value of claims data in predicting risks and mitigating impacts, complemented by lessons from the US on disaster resilience and climate-related losses.

### ● Lithium batteries

A four-part webinar series will delve into lithium battery technology, covering energy storage, vehicle applications, disposal challenges, and associated risks. As industries increasingly adopt this technology, understanding its complexities will help insurers, manufacturers, and consumers navigate future challenges. These sessions will provide practical knowledge and foster collaboration, equipping claims professionals to navigate tomorrow's challenges with confidence.

These webinars aim to provide practical insights, foster collaboration, and equip claims professionals with the tools to address tomorrow's evolving risks. ●



## LONDON MARKET

### ARTUR NIEMCZEWSKI PHD, CERT CII

Chair, London Market Committee  
Insurance NED

#### Insurer at the helm of the City

We are very privileged that a member of the insurance livery, the Worshipful Company of Insurers, has been appointed to the role of the Mayor of the City of London in 2025. Dame Susan Langley is the 697th Mayor, the third female, but the first to take the title 'Lady Mayor'.

In her IIL seminar, Dame Sue spoke about the role of the City, the importance of the insurance sector, and her social passions:

- The Mayor is a global ambassador for the UK's financial services sector, promoting London as a premier investment destination. Dame Sue travelled on commerce missions to Switzerland, Florida, Texas and China, stating: 'We want China, and the rapidly growing markets across East Asia, to choose the City for bond issuance, for insurance against risk, and for green finance solutions.'
- Being an insurer, Dame Sue is a strong promoter of the London

Insurance Market: 'London's specialty (re)insurance market, remains a global leader in risk management, having doubled in size over the past decade. It now contributes £61bn to UK GDP.'

- Social mobility is a key theme, and Dame Sue often speaks about 'unsquaring the Square Mile'. Working-class young Londoners got first-hand access to some of the City's top firms through her scheme 'City Insights Days'.
- Women in Finance was Dame Sue's passion long before becoming the Lady Mayor. She is a prolific mentor for women across different industries and was awarded an OBE for services to women in business in 2015, and then honoured with a damehood in 2023.

We look forward to the next insurer Lord Mayor, Bronek Masojada, who has been recommended by the Court of Aldermen (subject to election) to be the 699th Lord Mayor of London for 2027/28. ●



## YOUNG MEMBERS

### VALTER LEHTONEN CERT CII

Chair, IIL Young Members' Committee  
Fine Art & Specie, Howden

#### The power of the network

I'll be honest with you. When I started out in this market, no one sat me down and truly explained how it all actually worked. I'm not talking about the technical parts – these came naturally in my roles – but the relationship parts. The parts that aren't taught. The dynamics that shape whether you thrive in a room full of people, all seeming to know each other like old mates from school.

And yet, in every conversation I have with young members across the IIL YMC, it is those very dynamics – relationships and networks – that come up again and again as the things people find hardest to navigate or build.

The London insurance market is unique. Having everyone concentrated in the square mile of EC3 is an unreal experience – simultaneously vast and remarkably small. The person you met at a networking event, a client meeting, or even in the Lloyd's of London glass lift has a habit of reappearing throughout your career. Reputation here isn't built solely through technical excellence. It is built through how you conduct yourself, how you make someone feel over a drink in Leadenhall Market, and whether you are someone others can rely on when the pressure is on.

This is why building your network matters more than most people realise. Not in a transactional, card-swapping way, but genuinely investing in people before you need anything from them. Show up to events. Have the conversations. Be curious. The market rewards those who are known, trusted, and liked.

My advice, for what it is worth: treat your network as a long-term asset. The technical knowledge will come. But the relationships you build in these early years? They might just come in handy when you need it most. ●



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## DIGITAL ASSETS AND INSURANCE (RS270)

**Published June 2025**  
**£95 CII members/£110 non-members, pages 432**

As the world slowly embraces digital assets such as cryptocurrencies, their insurance needs are poorly understood. This book examines their unique risks, the challenges faced by insurers, the innovative insurance

solutions developed to safeguard these intangible assets and the businesses that deal with them.

The book includes a review of current thinking, interviews with a digital asset broker, a digital asset claims handler, and two market underwriters, and contributions from leading lawyers, barristers, loss adjusters, consultants, and practitioners in the digital asset field.



## DELAY IN START-UP INSURANCE (RS254B)

**Published December 2022,**  
**£60 CII members/  
£75 non-members**  
**pages 322**

The need for an in-depth understanding of DSU shows itself during the underwriting process and, even more significantly, after an incident that gives or might give

rise to a claim. This publication provides its readers with material, explanations and guidance designed to overcome such shortcomings in understanding DSU in practice. By its structure, it is aimed at all market practitioners and their clients, regardless of their present level of experience.

## BUSINESS INTERRUPTION POLICY WORDINGS – CHALLENGES HIGHLIGHTED BY CLAIMS EXPERIENCE (RS265)



**Published February 2024,**  
**£30 CII members and non-members**  
**pages 130**

First published in 2012 and updated in 2019 just before the COVID crisis hit, this 2024 update covers the FCA test case and the new Consumer Duty. It identifies challenges and suggests various solutions to help achieve 'good outcomes' more easily.



## CYBER INSURANCE RESEARCHING FINDINGS (RS266)

**Published June 2022,**  
**£60 CII members/  
£75 non-members**  
**pages 382**

This book examines cyber risk from four different aspects. It starts by giving an overview of the cyber threats before detailing how organisations can insure against

them. It then looks at the insurance coverage available to insure (and reinsure) against these threats. It provides an overview of the latest thinking and mathematical modelling approaches on how insurers and reinsurers quantify and price cyber risk before giving an overview of cyber risk and loss management. Written by practitioners, this comprehensive publication is helpful for anyone wanting to gain insight into cyber risk and how it is approached in the insurance and reinsurance market.



## INSURTECH – DIGITAL DISRUPTION AND INNOVATION IN INSURANCE (RS267)

**Published July 2023, £50 CII members/£65 non-members, pages 217**

This book is aimed at those developing digital strategies who may not have prior experience in this area; this reference-style book supports on-the-job

learning and professional development by providing quick access to critical information about the most essential InsurTech topics. This book builds on existing publications that explore general and life InsurTech by focusing on the London Market. The topics encompass all aspects of the London Market, including broking, underwriting, claims, and reinsurance.

The book is split into four parts to ensure ease of reference. The first part provides a general background to InsurTech, including key terminology. The second part introduces the core technologies by chapter and provides an overview and examples. Part three covers critical regulatory and legal concepts to help with compliance queries. The final part considers how InsurTech might evolve to equip readers for discussion and debate.

## CONSTRUCTION INSURANCE (RS208B)

**Published December 1999, £45 CII members/£55 non-members, pages 420**

For over 25 years, this book has maintained its 'bestseller' status. Purchased along with its Supplement (RS208B/s), this work is essential for those handling the insurance requirements of construction projects, a specialist area needing knowledge and skills.

A team of specialists from all sides of the construction insurance process, including underwriters and brokers, loss adjusters and engineers, lawyers and risk consultants, came together to produce the definitive guide. The report considers risks in every type of project, together with their allocation between the parties under the primary contract forms and the underwriting process. The intricacies of contract work insurance are explained, as are construction-related public liability issues and the complexity of arranging cover and handling losses regarding delay in project completion.

This comprehensive work is invaluable for those new to the subject seeking guidance on key issues and as a work of reference for the experienced practitioner.

## SUPPLEMENT TO CONSTRUCTION INSURANCE (RS208B/S)

**Published February 2013, £10 CII members/£15 non-members, pages 88**

While Construction Insurance (RS208B) remains valid today, some changes were made to update it appropriately. For example, there were several changes in the perception of certain risks, and the insurance response to these risks has

also changed. There have also been developments from a legal perspective. In this Supplement, readers will find topics that include sustainable energy, risk from water damage to timber-framed buildings during construction, tunnels and earth moving, terrorism, some new policy clauses which have evolved over recent years, papers on offshore pipelines and risk engineering, as well as legal cases or changed perspectives on existing cases.

## DIRECTORS' AND OFFICERS' LIABILITY INSURANCE (RS234A)

**Published April 2010, £10 CII members/£10 non-members, pages 400**

This book is aimed primarily at those in the insurance market who underwrite or broker directors' liability insurance. It will additionally provide an equally helpful guide to directors and officers themselves and those who advise or represent them by:

- Providing an updated summary of the essential law as it affects directors and officers, principally in the UK and other major jurisdictions.
- Looking afresh at the insurance products currently offered as providing indemnity to directors and officers.
- Considering whether the present market adequately addresses those directors' and officers' liabilities that can and should be insured.

## PROFESSIONAL INDEMNITY INSURANCE - CASE LAW, REGULATION AND PRACTICE (RS228A)

**Published September 2010, £10 CII members and £20 non-members, pages 648**

This book will appeal to anyone interested in professional indemnity insurance, whether needing, arranging, claiming or managing claims or reinsuring insurers in the UK.

The chapters for the professions provide a background to the profession, the legal liabilities, underwriting considerations and future developments.

## WAR RISKS AND TERRORISM (RS258)

**Published October 2007, £10 CII members/£10 non-members, pages 172**

This Study examines terrorism insurance and associated perils in the post-9/11 world, where further major attacks, unfortunately, have confirmed that the terrorism threat is serious, sustained and global. Although the Study's emphasis is primarily on the United Kingdom and non-marine cover, there is a specific chapter on marine insurance, and some products in the United States and Europe are included.

For the full list, go to Publications at [www.iilondon.co.uk](http://www.iilondon.co.uk)

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# RESILIENCE: THE CORNERSTONE OF OUR PROFESSIONAL FUTURE

**R**esilience is the foundation on which our profession is built. At its heart, insurance is a promise of resilience, a mechanism that helps individuals, businesses, and communities function effectively but also to recover, rebuild and continue with confidence.

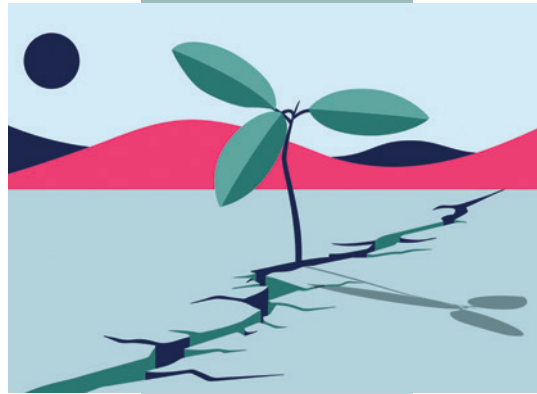
Yet resilience today means far more than the traditional concept of absorbing shocks. It requires foresight, agility, adaptability, and collective strength. It demands that we nurture talent, sharpen our professional standards, and embrace innovation while remaining grounded in our core purpose.

## RESILIENCE THROUGH EDUCATION AND PROFESSIONALISM

The landscape of risk is evolving at extraordinary speed. Advances in artificial intelligence, shifts in climate volatility, the proliferation of cyber threats, and changes in customer expectations are reshaping the way we assess exposure, price risk, and serve policyholders. Against this backdrop, a commitment to lifelong learning and development is no longer optional, it is essential.

As the world becomes more complex, the role of professional bodies in fostering resilience has never been more important. Education must cultivate broader capabilities such as systems thinking, ethical reasoning, emotional intelligence, and the confidence to make principled decisions under pressure.

As we welcome new generations into our industry, we must give them the tools to thrive in a world of uncertainty. That means supporting them not only to gain qualifications, but to understand the purpose and societal value of our work. It



means helping develop the resilience to adapt, reskill, challenge assumptions, and lead change.

## RESILIENCE AS A DRIVER OF UK ECONOMIC GROWTH

The insurance sector plays a quietly powerful role in the UK and global economy. By enabling businesses to take calculated risks investing in long-term assets and enabling individuals' financial security through long-term savings and pension support, we help sustain economic confidence and stability.

The UK's ability to compete globally depends on resilience at a systemic level, resilient supply chains, infrastructure, financial systems, and communities. Insurance is central to each of these. We help businesses navigate volatility so they can focus on innovation. We support governments and regulators in understanding emerging threats. We collaborate across industries to develop new models of risk transfer that support green growth, digital transformation, and major infrastructure development.

The insurance profession is uniquely positioned to help build stronger foundations for the future. With our

analytical capabilities, long-term investment horizon, and deep experience in risk management, we have an essential role to play in shaping a more resilient and competitive country.

## RESILIENCE IN A SOFT MARKET

The current soft market presents a unique set of challenges including heightened competition, abundant capacity, reduced rates, and pressure on margins. These conditions test the discipline and professionalism of insurers and brokers alike.

Resilience in a soft market means holding steady while others may be tempted to take undue risks. It requires a deep understanding of portfolio management, a commitment to underwriting integrity, and an appreciation for the long-term sustainability of the industry. It also demands creativity in finding new ways to deliver value, refine pricing sophistication, strengthen claims performance, and improve the customer experience.

The strength of our sector lies in its ability to balance short-term commercial realities with a long-term view. By embedding resilience into our culture and decision-making, we are able to meet future obligations and protect customers when they need us most.

The UK insurance market has immense strengths: world-class expertise, global reach, and a reputation for integrity and innovation. But we also face real challenges that require collective effort. ●



**KEN NORGROVE FCII**

Deputy President, Insurance Institute of London  
CEO, Intact Insurance

# INSURANCE UNITED AGAINST DEMENTIA

**What do a scouse underwriter, hard-nosed London Market broker and a legendary loss adjuster have in common?**

Quite a lot, it turns out. In 2017, Paul Jack, Benedict Burke and I discovered a tragic shared experience in seeing someone we love taken piece by piece by dementia. That conversation sparked a drive to help prevent others from facing the same devastation – and became the foundation of the award-winning Insurance United Against Dementia (IUAD) campaign.

Launched in partnership with the Alzheimer's Society in September 2017, IUAD quickly resonated across the industry. As we took the idea into the market, we found countless colleagues with similar experiences and a desire to take action against what is now the UK's biggest killer.

From the outset, we set ambitious goals. True to the collaborative spirit of our profession, the response has been extraordinary. To date, IUAD has:

- Enabled the Alzheimer's Society to become a founding funder of the UK Dementia Research Institute – helping drive breakthroughs in early and accurate diagnosis.
- Supported frontline services such as expert advisers and companions who prevent crisis and isolation.
- Raised over £12 million, with backing from more than 150 organisations across the market.
- Launched an annual flagship Insurance Day for Dementia, mobilising volunteering, learning and fundraising at scale.
- Helped over 20,000 industry colleagues become Dementia Friends, increasing understanding across our workplaces.



L-R: Paul Jack and Benedict Burke together with Chris Wallace



Yet, as you read this piece, one million people are living with dementia today, two-thirds of the UK population is affected in some way, and up to 250,000 people remain undiagnosed and unsupported. It isn't good enough.

After surpassing our original target of £10 million in early 2025, the campaign reaffirmed its commitment to Alzheimer's Society's 'Help and Hope' strategy.

By 2030, we aim to:

- raise a total of £20 million;
- ensure the 300,000 people working across the UK insurance industry are aware of IUAD and the Alzheimer's Society; and
- engage 50,000+ colleagues through Dementia Friends sessions.

The further direction of funds includes:

- ensuring expert advice and support is available to avoid dementia, creating moments of crisis for families, by funding the equivalent of four advisers on the support line, per annum; and
- accelerating breakthroughs by

funding a project led by Dr Devkee Vadukul at Imperial College London and as a key contributor to funding the Society's research and innovation portfolio.

When we began this campaign, prospects for treatment and care were bleak. Today, progress in simple blood test diagnosis, the first approved drugs that can slow Alzheimer's progression, and a developing system of specialist dementia nurses all show a clear view of a future where dementia caused by Alzheimer's disease can be quickly diagnosed, treated, managed, and, in some cases, prevented by 2050.

This momentum and potential are the reasons why now is the time to go further – in our advocacy, our understanding, and our fundraising.

IUAD is an extraordinary example of the collaboration our marketplace is built on – wherever I go in the market people approach me to talk about the campaign and that gives me immense pride. We have had phenomenal support and achieved so much to date, but we know there are more colleagues to reach.

I encourage everyone to mark **Thursday 26th November** for this year's Insurance Day for Dementia. You will hear more from IUAD board members – including Paul, Benedict and me – in due course. If you'd like to get involved now, please contact the Alzheimer's Society team at [IUAD@alzheimers.org.uk](mailto:IUAD@alzheimers.org.uk). ●



**CHRIS WALLACE**  
Executive Director UK  
QBE Insurance

# MEMBER ADVANTAGE



## CONTINUING PROFESSIONAL DEVELOPMENT

We can help you achieve your development goals. As a member of the Insurance Institute of London, if you subscribe to our mailings, you'll be able to choose from a wide variety of continuing professional development activities annually, including in-person lectures and live webinars, as well as free access to a vast catalogue of on-demand webinars from industry leaders.

## CPD VISITS

Hone your knowledge by going 'behind the scenes' at real-life risks through our educational CPD visits programme.

## QUALIFYING

Are you working on your CII qualifications? Do you want to meet others who are doing the same? Then, our Student Engagement Committee looks forward to welcoming you to one of their events, where you can meet other students and those who have recently qualified.

## SOCIAL, NETWORKING AND WELLBEING SUPPORT

Do you need some support? The IIL offers a wide range of social and networking activities. We also work closely with **The Insurance Charity**.

## RESEARCH

In addition to this *London Journal*, members get discounts on the IIL's research publications on topical London Market subjects.


## GIVING BACK, PAYING IT FORWARD

You may have reached a stage in your career when you would like to give back to your community. Please help us promote insurance and financial planning careers in schools and universities; become a mentor; help us raise money for charity or join one of our expert committees. There are all kinds of volunteering opportunities with the IIL.

## KEEP IN TOUCH AND HAVE YOUR SAY

Join us on social media. We are on:

 IIL LinkedIn - [linkedin.com/company/insuranceinstituteoflondon](https://www.linkedin.com/company/insuranceinstituteoflondon)

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All CII members have access to other member benefits, including:

## FUTURE ME

FutureMe is a career development tool that enables you to assess your skills, identify gaps and explore content to meet your learning needs. Dive in and start exploring the 800+ videos, courses and more...

[futureme.careercentre.me](https://futureme.careercentre.me)

## CONNECT E-MENTORING

Connect is a digital mentoring platform which enables you to sign up and become a mentor or mentee to other members, physically or virtually, from anywhere in the world. Find out how mentoring works and how mentoring can benefit you here.

[www.cii.co.uk/membership/benefits/connect/connect-e-mentoring](https://www.cii.co.uk/membership/benefits/connect/connect-e-mentoring)

## ELIBRARY

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