

THE VOICE OF YOUR PROFESSION

# JOURNAL



CII

100

1912-2012  
A CENTURY OF  
PROFESSIONALISM

August/September 2012 | www.cii.org.uk

## WHY ALL THE NOISE OVER DEAFNESS CLAIMS?

WITH OCCUPATIONAL  
DEAFNESS CLAIMS UP  
AS MUCH AS 50% OVER  
THE PAST TWO YEARS  
THE JOURNAL ASKS  
WHAT THE INDUSTRY  
CAN DO?

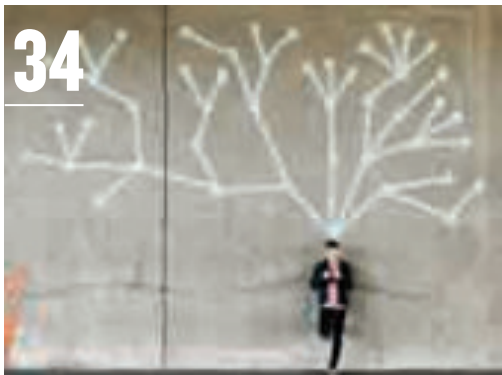
*Warding off trouble*

**LLOYD'S CEO  
RICHARD WARD  
ON PREPARING THE  
MARKET FOR ANY  
EVENTUALITY**

**Give your home  
insurance customers  
something Extra...**



**AXA Extra** is available  
via full cycle EDI. Visit  
[www.axa.co.uk/connect](http://www.axa.co.uk/connect)  
for more information.



34



36



16

## The Chartered Insurance Institute

20 Aldermanbury  
London, EC2V 7HY  
Tel: (020) 8989 8464  
Fax: (020) 8530 3052

**Chief executive:** Dr Alexander Scott

Should you wish to send your views, please email:  
[michelle.worvell@cii.co.uk](mailto:michelle.worvell@cii.co.uk)

The Journal is the official magazine of the Chartered Insurance Institute (CII). Views expressed by contributors or advertisers are not necessarily those of the CII or the editorial team. The CII will accept no responsibility for any loss occasioned to any person acting or refraining from action as a result of the material included in this publication. The Journal is online at [www.cii.co.uk/journal](http://www.cii.co.uk/journal) (members and subscribers only)

**Design:** Redactive Media Group

**Editorial enquiries:**  
[michelle.worvell@cii.co.uk](mailto:michelle.worvell@cii.co.uk)  
020 7417 4763  
[kin.ly@cii.co.uk](mailto:kin.ly@cii.co.uk)  
020 7417 3565

**For advertising opportunities contact:**  
Jacob Quagliozzi on  
020 7417 4793

ISSN 0957 4883  
© 2012 Chartered Insurance Institute.  
Average total net circulation 70,000



## NEWS & COMMENT

**4 President's letter**  
Newly elected CII president Amanda Blanc looks ahead

**6-10 News**  
National news from the CII

**11 International news**  
A look at the CII presence across the world

**12-13 Regional news**  
News from the local institutes

## REGULARS

**16-17 The interview – Richard Ward**  
Lloyd's CEO Richard Ward on changes to the insurance market, the financial crisis and professionalism

**18 Discover Risk**  
The number of interns and apprentices is hitting record levels

**28-30 Hot topic – Rehabilitation**  
The government's statement of fitness for work scheme

**31 Chartered profile**  
How Cornish Mutual is benefiting from Chartered status

**34-35 Institutes in action – Social media**  
Tips for using LinkedIn as more local institutes join the social media revolution

**40 International institute profile**  
Thailand insurance industry's action to increase professionalism

**42-43 Professional development**  
The importance of forensic science in determining insurance payouts

**44-47 Roll of honour**  
CII members who have achieved professional distinction in recent months

**48 Study room – Cyber risk**  
The ins and outs of the emerging cyber liability insurance market

**49 CII blog**  
In his debut blog, Peter Molloy explains how all his hard work is beginning to pay off

## FEATURES

**21 Allianz scholarship programme**  
Three months into its brokers' scholarship programme, Allianz talks about its progress

**22-23 Water consumption**  
How the insurance industry is providing solutions to the growing problem of water scarcity

**24-26 Insurance mediation directive**  
Examines the implications for insurance brokers

**32-33 Chartered Centenary – Technology**  
The future risks of technological advances explored as part of the CII's Centenary series

**36-37 Occupation deafness claims**  
Is claims farming to blame for the increase in occupation deafness claims?

**38 Diversity**  
Workplace diversity and what employers can do to achieve a positive and healthy attitude

# PRESIDENT'S LETTER



Newly elected CII president *Amanda Blanc* looks ahead to a year focusing on the twin goals of increasing professionalism and attracting new talent

**M**y recent appointment as CII president was a very proud moment, following in the footsteps of some great individuals and some true insurance professionals. Professionalism, indeed, will undoubtedly be the focus of my time as president as the great work done by the CII since the Aldermanbury Declaration back in 2009 is all the more pertinent in today's market.

At a time when other financial services struggle with their reputations among the public at large, it is crucial we do more than simply distance ourselves from the behaviour of some in these sectors. We need to also show just how professional insurance is.

Public confidence in financial institutions is at an all-time low and whether we like it or not, they will lump us into that basket of bad apples. But having emerged from the financial crisis largely unscathed, the insurance industry is perfectly positioned to show just what a finance professional can do for their client.

In addition, the draft Insurance Mediation Directive II has made it clear that Europe too wants to see greater evidence of professionalism. But what may be of more concern to some of our members is the desire to introduce mandatory commission disclosure.

I am convinced that the industry can meet the demands that the European Commission's expects and, at this early stage, the outputs look like something the CII would support as it could help drive greater professionalism within the industry and also help raise the reputation of insurance with the public.

To achieve these aims however, requires the input and dedication of all of you, which is why one of the main focuses of my tenure will be ensuring that, by December 2013, every firm can deliver on the eight principles of the Aldermanbury Declaration. This is a must rather than a nice-to-have

and I am determined that the CII will not just dictate what its members should be doing but help them achieve that, encouraging members to help each other.

In reaching those goals, firms will be taking steps towards reaching Chartered status, which I believe should be the goal of every insurance firm. It not only provides a framework for greater professionalism within individual firms, it also shows the public – your customers – a commitment to doing business in a responsible, professional fashion.

## **New talent**

By raising standards in this way, I believe it will make it easier for us as an industry to begin attracting some of the talent that so effortlessly walks into the arms of other professions. I want to continue the great work done by the previous president Julian James and show our bright school leavers and graduates that there is a great career to be had in insurance.

As individual firms we need to be linking into local schools and colleges, taking stands at recruitment fairs and explaining to young people just what it is that makes a career in this industry one of the most rewarding in financial services.

There is plenty to do but we should be proud of what has been achieved in three short years and much of the credit needs to go to the great team at the CII, many of whom perhaps do not get the recognition they deserve. I am looking forward to working with Sandy Scott and of course deputy president, Tom Woolgrove, who I'm sure will give us crucial insight into the increasingly important retail sector of insurance.

I am really excited about the coming year and having the opportunity to represent the CII membership at various levels across the industry. I am confident this year will see us all take another big step forward in our collective journey towards greater professionalism. 📌

Allianz Insurance plc

Allianz – your professional partner for flexible solutions and first-class service

**At Allianz, we are committed to building long-lasting, strong partnerships with our brokers and offering comprehensive yet flexible solutions that can be tailored to meet your clients' specific requirements.**

Our extensive UK branch network gives you access to local, professional decision makers, offering products and services your clients want and sharing with you our knowledge and expertise in the market.

Our Commercial covers cater for small to large businesses, providing property and casualty, and motor insurance and risk management services to businesses.

Our 'Complete' range is designed for the specific needs of SMEs, while our 'Select' range offers bespoke cover solutions for medium sized businesses.

For information on all our products and services, please visit [www.allianzebroker.co.uk](http://www.allianzebroker.co.uk)



**Allianz** 



## Degree not enough for young

School leavers and undergraduates should not rely on a degree-level education alone to equip them for the demands of the working world, according to research by the CII.

Carried out among more than 2,000 16-25 year olds split 50/50 between those yet to start full-time work and those in office-based roles, the research revealed the gap between the expectations and reality of employment success post-education.

While two-thirds (66%) of those planning to attend university felt a degree would offer wider career options and 59% felt undergraduate study was worthwhile in itself, nearly 62% believed it would not be enough when trying to get a job; more than 50% anticipated they would need

additional work experience and 27% said extra qualifications would be essential to make an impression when in work.

Their predictions appeared to be supported by young people already employed: while almost half (49%) said they had expected their degree to differentiate them when seeking work, 43% acknowledge that it did not.

Those who had studied business, economics or management-related degrees had a greater belief in the employability value of their higher education, with 35% claiming their degree had been a deciding factor in successfully finding a job.

Nevertheless, some students continue to place great importance on university as a

job market differentiator: 34% overall believed it would be a successful differentiator and, of those, one third (33%) thought so because they were planning to study a difficult subject; 38% felt employers were simply impressed by a degree and 16% saw their plans to attend a top university as the factor to make them stand out.

When questioned for the CII's 2011 member skills survey, employers exhibited significantly higher expectations of the education system in developing some of the skills they consider most vital: 80% felt education should teach good timekeeping, 75% problem solving and 61% the ability to show initiative. Only 33% felt instilling teamworking was a job for school and university.



## Amanda Blanc elected new CII president

Amanda Blanc, chief executive officer of Chartered insurer Axa Insurance Commercial Lines and Personal Intermediary, has been elected as the 116th president of the CII.

Members elected Ms Blanc, ACII, at the CII annual general meeting held in London. She takes over from Julian James, ACII, who is chief executive officer of Lockton Companies, a Chartered insurance broker. Tom Woolgrove, managing director, personal lines at Direct Line Group, has been elected as CII deputy president.

Ms Blanc said: "It is a great honour to take on the presidency of the CII. I shall be following in the footsteps of many great figures in the world of insurance and financial services and I hope that, in my year in office, I uphold the traditions of this esteemed office."

Dr Alexander Scott, CII chief executive, said: "This is a significant year for the CII as we celebrate 100 years of our Royal Charter. It is because of the hard work and dedication of all volunteers, officers and members of the CII that the ambition of our Charter remains achievable. I would like to thank Julian for his commitment to the CII and its members over the past year, and it is with great pleasure that I welcome Amanda Blanc as president and Tom Woolgrove as deputy president for the coming year."

The winner of the Rutter Medal, presented by the outgoing president each year in recognition of the best qualifying new fellow of the CII, was Lama Sweis, FCII, Lockton Companies.

### 30 SECOND INTERVIEW

## CHARTERED STATUS MUST BE THE NORM

*Interview with Amanda Blanc, CII president and chief executive officer of Axa Commercial Lines*

### 1) What do you think is the greatest challenge currently facing insurers?

We have to concentrate on what we can control... How do we deliver our products and services to customers in an efficient way? How do we design products for what looks like a long period of austerity? We still have challenges around attracting the best talent into the industry even though we have probably never looked better in comparison to other financial services players – what do we need to do there?

### 2) How do you believe the insurance industry will change in the next five years?

An increasing amount of business will be transacted electronically. We will see the aggregators move more strongly into the commercial sector. At the top end of the market, more companies will investigate and implement self-insurance strategies for perceived cost benefits.


### 3) What opportunities do analytics and Big Data create for insurers?

The ability to price dynamically is dependent on data and analysis and will enable insurers to identify profit opportunities. Tailoring solutions for individual customers, creating cross-selling and up-selling opportunities are dependent on good data.

### 4) How can insurers work to improve their reputation and relationship with customers?

By investing in their people. Technical competence supported by inter-personal skills will improve relationships. Chartered status needs to become the norm as we seek to become the confident, trusted profession we deserve to be.

*Amanda will be speaking at the 12th annual The Future of General Insurance conference on 14-15 November, produced by Marketforce in association with the IEA. For further details please call 020 7760 8699 or email [conferences@marketforce.eu.com](mailto:conferences@marketforce.eu.com)*

 [ciigroup@linkedin](mailto:ciigroup@linkedin)

 [twitter.com/#ciigroup](https://twitter.com/#ciigroup)

 [youtube.com/ciimedia](https://youtube.com/ciimedia)

## SOCIAL MEDIA

### LinkedIn

#### Current discussions include:

- Is it feasible that insurance premiums could drop if drivers are prevented from using mobile phones while driving?
- If you had to persuade someone to start a career in insurance or financial services, how would you convince them in 50 or less words to join your sector?
- To anyone who has completed the underwriting practice module (p80) or any of the other insurance diploma modules worth 25 credits – how long did it take you to prepare for it?

### From the CII Twitterati...

#### @CIIGroup

@alex\_lannin Keep up the good work Alex - sounds like you are on a roll! Let us know when you have achieved your diploma on Twitter

#### @AshtonWestMIB

Very good short video from @CIIGroup featuring Ant Gould and Crystal Hunt explaining benefits of faculty membership

#### @IBS\_EPLtd

The CII's thinkpiece No. 73 is very good <http://bit.ly/ON1uu8> and it also shows our glass #flood wall in Keswick! @CIIGroup

#### @PennyBlackPost

Nice work @CIIGroup! RT @PostLeigh: CII outlines key insurance risks for the future (in case you missed it at #BIA2012) [www.facebook.com/Post1840](http://www.facebook.com/Post1840)

**CII LinkedIn Group → 8,984 members**

**#CIIGroup Twitter → 2,280 followers**

**JOIN THE DEBATE TODAY!**

NEWS

# FOR THE RECORD



IMAGE: ISTOCK

## New qualification a sell-out

Demand has soared for the CII's new Certificate in London Market Insurance Specialisation, which has reached full capacity just one month after launch.

The new qualification, developed in partnership with the Lloyd's Market Association, requires entrants to complete a dissertation involving in-depth study of a topic directly relevant to the London market. This provides a unique opportunity to create a learning programme that meets their specific learning and development requirements.

On completion, holders receive a Certificate in London Market Insurance Specialisation and 50 CII credits that can also be used towards completion of other CII qualifications.

Niall Boyd, CII head of product marketing and membership, said: "This is great news for those currently working in the London insurance

market as it illustrates not only the desire to gain a greater level of knowledge and expertise, but also a higher degree of professionalism, which in turn will lead to a competitive advantage in this area."

There is a significant amount of work involved in reviewing the range of specialist dissertation proposals and marking final work, and in many cases an expert in a particular subject area needs to be sourced. As a result, enrolments are limited to 20 candidates per year.

The CII will be seeking to make additional capacity available in the future but for now people can register their interest online, with subsequent entry to be provided on a first-come, first-served basis.

To find out more about the qualification and register interest please go to:

[www.cii.co.uk/lm-specialisation](http://www.cii.co.uk/lm-specialisation)

## Looking to the future

The Worshipful Company of Insurers' annual networking event took place recently, with more than 80 young people from inner London meeting a wide range of insurance professionals.

Attendees included interns currently in placements across the City as part of the City of London Business Traineeship Programme, as well as some ex-candidates who have previously completed placements and are now at university.

The evening at the Insurers' Hall has become a yearly fixture for brokerage Citylink, the charity working in partnership with City businesses to raise the career aspirations and prospects of young Londoners. This year's

event was more memorable than ever, with a special address by Samantha Nakirya, who completed a summer internship at Beazley in 2011, before securing a gap year placement at Chaucer. She told the audience: "If it wasn't for initiatives like this, I would not have had the opportunity to try insurance and find out what it has to offer."

The brokerage Citylink has a well-established partnership with the Worshipful Company of Insurers, which will be strengthened in the coming years with funding from the Worshipful Company for the City careers programme, the brokerage's scheme providing support, job opportunities and more to London undergraduates.



## New customer service exam

The CII has launched (IF9) Customer Service in Insurance, a new Certificate in Insurance exam unit developed with the retail insurance sector in mind.

Candidates can study for it on its own as a standalone course, or as part of studies towards the Certificate in Insurance.

The certificate, offered as a 90-minute online exam with multiple choice questions, is designed for new starters to the industry; customer-facing staff or those looking to move into these roles; sales support and claims settlement staff within intermediaries and providers; and companies looking to evidence treating customers fairly.

It will help build an understanding of the customer service skills required, including:

- Fulfilling customer requirements
- Maintaining and building client relationships



- The importance of keeping accurate and confidential records
  - Managing workload and time to meet business requirements
  - The main regulatory and legal requirements.
- Those passing the exam will receive 15 Certificate-level credits. The first UK exams will

be held from 1 September 2012. The first outside the UK will be a written exam available on 15 October 2012.

To help students, an edition-based study text is available to buy along with a free specimen guide.

The syllabus can be found at: [www.cii.co.uk/media/2212131/ifu-syllabus-2012-13.pdf](http://www.cii.co.uk/media/2212131/ifu-syllabus-2012-13.pdf)

## CII calls for New Generation scheme nominations

The deadline for nominating participants in the CII's New Generation Groups programme is fast approaching.

The CII faculty initiative, supporting the retention of talent and the development of tomorrow's leaders, aims to complement existing company talent programmes and give individuals additional exposure to market issues and tools to equip them for future leadership.

There are four groups to choose from – claims, London market insurance, broking and underwriting – and each group has the opportunity to make its mark on its sector of the profession by being involved in an industry project of its choosing.

The deadline for nominations is 7 September 2012. For further information, please contact: [crystal.hunt@cii.co.uk](mailto:crystal.hunt@cii.co.uk)

IMAGE: REX

## DISCIPLINARY MATTERS

At a disciplinary hearing on 27 March 2012, the disciplinary panel found a CII/Personal Finance Society (PFS) member to have been in breach of the code of ethics, by his own admission. The member was fined. The respondent had, as a result of excessive alcohol consumption, behaved aggressively and inappropriately towards a fellow attendee following a CII/PFS event in September 2011. The disciplinary panel felt it was important that the CII, like any other professional body, took the matter seriously and noted that unprofessional conduct of its members had reputational issues for the institute and disciplinary consequences for the member.

*The CII wishes to make clear that, unless the case reported indicates otherwise, allegations and findings against members do not implicate those members' employers in any way.*

*Where the disciplinary panel has decided to publish details of a disciplinary case ascribed (i.e. where an individual has been named), every care has been taken to identify members correctly. Please contact the CII if there is any doubt about the identity of a member who may have been the subject of disciplinary proceedings and in relation to whom a report has been published.*

## IATA and CII join forces

The CII and the International Air Transport Association (IATA) have unveiled plans for a distance-based learning programme aimed specifically at those working in the air transport sector whose responsibilities include any aspect of insurance.

Candidates will work towards the Diploma in Insurance, an internationally-recognised qualification delivered by the CII, which will be enhanced by a dedicated airline transport procurement module developed by IATA.

Available now, this learning pathway will be of significant interest to a broad range of organisations, including airlines, ground handlers, airport authorities and all those working in air

transport.

The Diploma in Insurance is a modular qualification, enabling entrants to build a learning route matched to their job role. A comprehensive suite of learning and revision materials is available.

On completion, the CII will award the Diploma in Insurance while IATA will recognise proficiency in the procurement area.

Holders of the Diploma in Insurance can progress to the CII Advanced Diploma in Insurance, using the credits acquired at Diploma level against the required total for the Advanced Diploma qualification. Those qualified at Advanced Diploma level can apply to become Chartered.

For more information visit: [www.iata.org/training/Pages/CII.aspx](http://www.iata.org/training/Pages/CII.aspx)





‘Maybe’ isn’t in our vocabulary.

Delivery is often cited by brokers as our key strength. Why? Because doing what we say we will is perhaps our most important value. In insurance, when needed, a ‘no’ to a question is more useful than a ‘maybe.’ And, more importantly, when we say ‘yes’ you can be certain that we’ll go on to deliver.

Visit [ageas.co.uk](http://ageas.co.uk)



Your Partner in Insurance.



# Time to embrace technology

Embracing technology is key to future success and advances in the insurance sector, according to the CII's latest Future Risk report. This is the fourth in a series celebrating the CII's centenary year as a Chartered professional body.

The report, *Future Risk: How technology could make or break our world*, questions underlying assumptions of how the world around us might look in the future. The paper was produced by a group of four experts:

● **David Willetts MP**, minister of state for universities and science;



● **Professor James Woudhuysen**, professor of forecasting and innovation at De Montfort University;

● **Professor Dave Cliff**, University of Bristol;

● **Dr Peter Taylor**, risk specialist and research fellow at Oxford University.

From the arguments, three possible scenarios are deduced. The most optimistic sees substantial investment in new technology. There

is understanding of its limitations and careful assessment of risks. Insurance firms

capitalise on this to better understand customers, market products and write risks.

In the central scenario, there is some investment in technology, but insurers do not fully use the opportunities and place too much emphasis on outdated methods of modelling risk, leading to mispricing and lower bottom line profits.

Finally, at its most pessimistic, over-reliance on old technology is coupled with limited investment in research and development. Multiple system failures spark a mistrust of technology related to the damaged industries, with calls to abandon certain technologies such as nuclear power.

The full report is available at: [www.cii.co.uk/future-risk-technology](http://www.cii.co.uk/future-risk-technology)

*for the start-up broker,  
there is only one really cool  
network option...*



[www.teninsurance.co.uk](http://www.teninsurance.co.uk)

## Future leaders meet in Malaysia

In July, the CII welcomed young members, insurance practitioners and financial planners in Malaysia to get involved in the CII Malaysia – Future Leaders Facebook group.

The CII sees the importance of building a niche group for its future leaders in Malaysia to help grow and develop strong relationships from an early stage. Through this initiative, it hopes to encourage group members to take part in discussions and exchange technical expertise to help them develop their knowledge.

Hosted by the CII and supported by a number of members, the group celebrated its inaugural opening event in the Sky Lounge at The Ascott on 18 July. Joyce Ang, the institute's operations executive,



gave a detailed presentation on the CII and its objectives.

“The future leaders of financial services in Malaysia fall under the age of 40. Many of them, however, see the CII’s professional qualification as an additional option. We wish to change their mindset by highlighting the importance of international professional qualification. They would, undoubtedly, have to rely on personal career achievement as well as professional status if they are serious about climbing up the ladder.”

Join the CII Malaysia – Future Leaders’ Facebook group now to learn more about the group’s objectives.

## Singapore firm becomes Chartered

Sterling Knight has become Singapore’s first insurance broker to be awarded the Chartered insurance broker title by the CII.

The company’s chief operating officer, Lawrence Adam, said: “There are a number of certifications insurance professionals can choose from but we selected the CII programme for ourselves and our team. We believe Chartered status helps us formally demonstrate to our clients that we subscribe to the highest levels of ethics and technical capability in our industry.”

Sterling Knight, the insurance brokerage Mr Adam runs, has a strong focus on employee development. Each employee is encouraged to share their professional aims, which are systematically integrated into the company’s strategic growth. Some of the ethical goals identified are



also incorporated into a code of ethics, which qualifies with the CII’s code of ethics.

Additionally, the company’s chairman and chief executive officer, Dr Victor Adam, presents weekly lectures to staff on the principles and practice of insurance.

Clients also have access to advice from Chartered professionals and CII members. The Chartered status has helped Sterling Knight compete successfully in an increasingly competitive and maturing insurance market in Singapore.

## PUBLIC AND POLICY AFFAIRS UPDATE

**Commission issues proposed legislation on the IMD:** The European Commission has issued a proposed legislative package designed to improve consumer protection in financial services, which includes revisions to the Insurance Mediation Directive (IMD). Currently, the IMD regulates selling practices for all insurance products. The proposed legislation’s objectives are to improve consumer protection in the insurance sector by creating common standards across insurance sales and ensuring proper advice. Consequently, the revised IMD will enhance transparency and establish a level playing field for insurance sales by intermediaries and sales by insurance undertakings.

**Long-term care white paper:** The government has published its White Paper on how it intends to reform long-term care. Alongside the paper, the government also released a progress report outlining its thinking on the proposals to reform the funding of care first set out by the Dilnot Commission a year ago. In short, the government is hoping the proposals should help to clarify and improve many aspects of long-term care in England, but the proposals have been criticised because they lack a commitment to address the key area of funding. The proposals should help clarify and improve many aspects of long-term care in England, but they have been criticised because they lack a commitment to address the key area of funding.

## U35 Asia group lunches and learns

The Under 35s Insurance Group Asia (U35 Asia), in partnership with CII, has launched its inaugural learning and development series at Lloyd’s, Asia Square, themed: *Third party litigation funding and after the event insurance*.

There was a full turn out at the event, where a representative from the CII spoke about the institute’s objectives and a Lloyd’s representative gave a short speech.

Steven Goodman, chief executive officer of Tangerine Litigation Funding, hosted the day and gave a detailed presentation on how litigation funding has developed in the past few years with the lifting of regulation and ethical barriers in Australia and the UK. He also shared learning on how litigation funding typically works and the



untapped opportunities present in Asia for such a market.

Participants were also given insights into after the event insurance – a policy put in place ‘after an event’ in which a claimant becomes aware of the need to litigate to protect its interests. Mr Goodman then gave an overview of the differences between litigation funding and after the event insurance.

Delegates then interacted with the speaker and fellow professionals over a ‘lunch and learn’ event.



## High-flying Glasgow quartet recognised

Four financial services students, one from each university in Glasgow, have been recognised by the partners behind Glasgow's International Financial Services District (IFSD) for achieving top marks in their final exams.

At an awards ceremony in Glasgow, each student was presented with a certificate and a cheque for £500 to celebrate their achievements and further their career aspirations. The awards programme was established by the IFSD partnership to highlight talent graduating from financial services courses at Glasgow's four universities.

All four students were nominated by their individual universities as 'outstanding achievers'.

Michelle Wright, 23, from Edinburgh, achieved a first class honours degree in finance, investment and risk from Glasgow

Caledonian University. Nguyen Dang Khoa, 25, from Hanoi in Vietnam, completed a master's degree in international finance at the University of Glasgow, with a grade point average above 85%.

Julie Alexandra Wilson, 22, from Inver by Tain in Ross-shire, achieved a first class honours degree in finance from the University of Strathclyde. Maria Anne Hanlon, 40, from Coatbridge, has completed the second year of an accounting degree at the University of the West of Scotland.

On behalf of the IFSD Partnership, Tom Turley, deputy director of development and regeneration services at Glasgow City Council, congratulated the award recipients: "These awards recognise the great work being done by the universities in Glasgow and the relationships they have with the financial services

sector to ensure a steady pipeline of well qualified graduates to work in the industry.

"The awards also recognise the breadth and depth of talent graduating from these universities which is, we believe, very reassuring for existing financial services companies in the city and prospective inward investors."

The IFSD has been developed by a partnership of the public and private sectors led by Scottish Enterprise and Glasgow City Council. More than £1bn has so far been invested to transform the previously run down area of the city centre. The district has attracted in excess of 15,000 financial sector jobs from some of the biggest names in global finance including Morgan Stanley, JP Morgan, Barclays Wealth, BNP Paribas, HSBC, Esure, Tesco Bank and Aon.



## Ipswich Institute members dig deep for charity to celebrate centenary

Glenn Thornton, immediate past president and Amanda Blanc, president of the CII, attended a golf day and charity dinner hosted by the Insurance Institute of Ipswich, Suffolk and North Essex in April.

Held at Ufford Park Hotel Golf & Luxury Spa Resort, the event raised more than £1,000 for the East Anglia hospice and nearly £1,500 for the Insurance Charities.

More than 200 guests were treated to CII-branded sweets and chocolates and a special CII centenary cake, as Amanda Blanc delivered a speech on what the Charter still means for the profession.

The Ipswich Institute is also planning an Edwardian-themed family fun day for local members to celebrate its centenary in 2013. Alongside fancy dress and a hog roast, the event will feature a range of games from the era, such as coconut shies, hoops, and egg and spoon races.

## Belfast prizegiving lives up to billing

The Belfast Insurance Institute's (BII) annual awards ceremony took place at Queen's University, Belfast on the 7 June and was, without a doubt, one of the highlights of the BII's events calendar.

The magnificent surroundings and the grandeur of the great hall enhanced the occasion for the students, in the company of family and friends. The BII



education team strived to make it a really memorable day for all attendees.

**Elaine Carr, BII President said: "The ceremony recognised and celebrated the commitment, hard work and sometimes sleepless nights put in by those aiming to further their own professional development. The day was also the perfect platform to put young members in the spotlight, as the BII looks for new ways to meet the needs of the industry's future leaders."**

## Cambridge summer ball

The Cambridge Annual Summer Ball, held at the magnificent King's College, Cambridge has raised £3,400 for charity via the silent auction, which was part of the CII's centenary celebrations. The next Cambridge

event is in September where members can meet Kate Rhodes, its new president, while taking a tour of the Hotel Chocolat factory. For further details, please visit: [www.cii.co.uk/cambridge](http://www.cii.co.uk/cambridge)

## IIPB supports Air Ambulance

Director of Country and Commercial Insurance Brokers and President of the Insurance Institute of Preston and Blackpool, Anne Pickover, has presented the North West Air Ambulance with a cheque

for £1,500 after witnessing the invaluable service it provides to the North West. The institute raised the money through collections at Chipping and Garstang shows, textile donations and several raffles.



## Institutes showcase career opportunities

The Insurance Institutes of Bristol and Cardiff are spearheading the CII's efforts in the South West to attract the next generation of young talent to the profession. Both institutes will be joining forces with Career Academies UK to educate students aged between 16 and 18 about the potential opportunities offered by a career in risk and financial services.

Separate events in each city will see around 200 students from across South Wales and the South West get a first hand opportunity to listen to CII and Personal Finance Society (PFS) members explain what the profession can offer them and how they can take the first steps along the pathway to a successful career. The

events will also see CII and PFS members provide practical advice, hints and tips for the students to utilise as they begin to plan their next steps after the completion of their academic studies.

In addition to running events aimed at attracting the young professionals of tomorrow, the Insurance Institute of Bristol recently hosted a breakfast briefing on apprenticeships and how businesses can benefit from employing young professionals. Delegates learnt how Zurich had embraced the apprenticeship model within their business and were now reaping the benefits as more of their staff obtained the professional qualifications and skills required to succeed in their roles.

## Manchester's got style

The Insurance Institute of Manchester and a number of the city's celebrities brought extra style to the Hilton Hotel, Deansgate, with a fundraising fashion show for The Christie hospital.

Four hundred and fifty guests enjoyed the latest party outfits modelled by a selection of plucky insurance institute volunteers alongside professional catwalk models. The event raised more than £26,000 for The Christie's young oncology unit (YOU Fund), one of only 10 dedicated teenage cancer units in the UK.

Joining to help proceedings were Manchester football legends, Dennis Tueart and Denis Law, with Tueart signing copies of his autobiography, *My football journey*, as part of the fundraising activities.

Coronation Street soap star Sally Dynevor (Sally Webster in the programme), and Emmerdale's Tony Audenshaw (café owner Bob



Hope), also attended, enjoying the entertainment provided by singers including Paul Mizen and Alex Thompson, as well as a host of fabulous auction items.

Among the intrepid sector models were Hannah Ebbitt of Aon Risk Solutions, Karen Cartridge and Tracy Norton of Create Solutions, Martin Jackson of McParland Finn, Michael Boyd of Northern Marine Underwriters, and Alison Caine of ACE European Group.

## CYPG promotes business

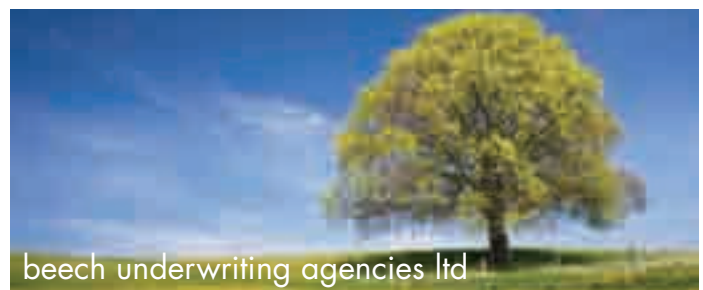
The Insurance Institute of Cardiff's Young Professionals Group (CYPG) has recently run several business networking events to promote opportunities for members to meet and socialise with like-minded people from different sectors. July saw two very different events take place – a wine tasting evening held at the prestigious St David's Hotel and Spa in Cardiff Bay, followed later by an evening seminar from business coach Melissa Kidd.

The wine tasting evening saw more than 40 guests in attendance enjoy fantastic views over Cardiff Bay. The evening gave members the chance to meet representatives of the legal, accountancy and financial services professions.

Later in the month, more than



45 delegates attended an after work presentation that focused on how to ensure you make a lasting impression in the business environment. Ms Kidd taught delegates some of the secrets of body language and choosing the right topics to discuss, in addition to the essential skill of how to exit less interesting conversations in a courteous and prompt manner.



beech underwriting agencies ltd

### MARKET LEADERS IN TERRORISM INSURANCE

#### Are your clients covered against terrorism?

- Cover available for UK and International risks. Policies can be issued in GBP, Euro's or US Dollars.
- Premiums start at £30 + ipt and all policies are placed 100% at Lloyd's

We can cover Property, Contents, Loss of Rent and/or Alternative Accommodation & Business Interruption on the following:

- Property – Offices, Commercial, Shopping Malls, Retail Shops
- Property – Blocks of Flats, High Net Worth clients, Residential Houses, Local Authorities Property Portfolio's
- Property – In course of Construction
- Concerts, International Concert Tours, Film Shoots, Overseas locations
- Computers, Stock Throughput
- Manufacturing in the UK or Overseas

Visit [www.beechunderwriting.co.uk](http://www.beechunderwriting.co.uk) to find out more

tel: 01622 755218 fax: 01622 764735

[geoff@beechunderwriting.co.uk](mailto:geoff@beechunderwriting.co.uk)

12 -13 Starnes Court, Union Street, Maidstone, Kent, ME14 1EB FSA No 304391

MICHELLE WORVELL  
**EDITOR'S INBOX**



MICHELLE WORVELL  
**EDITOR'S INBOX**

**A**s you can see I don't have much space for my editor's comment and so I will keep it brief. This month our cover star is Richard Ward, CEO of Lloyd's who talks to the Journal on a number of issues including what the future looks like for the market and the importance of the drive for greater professionalism across the whole sector. As you know in the magazine we alternate our cover stars between those on the industry and those outside of the industry in order to gain a different perspective. I am always happy to hear suggestions for whom you would like to see on the front cover so please email me at: [michelle.worvell@cii.co.uk](mailto:michelle.worvell@cii.co.uk)

## Opportunities for Property Insurance & Risk Professionals

Home-based: London/SE/Midlands

The S<sub>2</sub> Partnership is looking for 2 talented individuals to join their expert team:

- **Property Risk Surveyor**
- **Property Risk Consultant - Highly Protected Risks**

Requirements:

- Degree-level qualification in relevant discipline
- Minimum 5 years' relevant property insurance & risk experience
- Experience of delivering risk management advice & consultancy in the areas of asset protection, fire protection, security and general risk management
- Proven technical ability and excellent report-writing skills

The S<sub>2</sub> Partnership is a successful, market-leading provider of safety risk management services to clients within the commercial property sector.

Visit [www.s2partnership.co.uk](http://www.s2partnership.co.uk) for full details and to apply.



S<sub>2</sub> Partnership Ltd  
Intelligent Risk Management

## LETTERS

The CII's LinkedIn Group has nearly 9,000 members. Last month, they responded to the question 'Should qualifications in the general insurance industry be compulsory?'. Below, we show the results of the poll at the time of going to press and a selection of some of the comments made in response to the question.

### Should qualifications in the general insurance industry be compulsory?

101 votes

Yes, but only up to Certificate level

36%

Yes, but only up to Diploma level

15%

Yes, at any level

31%

No

15%

*to make acquiring professional knowledge compulsory so we do not build the industry on a trial and error, hearsay or tales but through proven research and ethical practices. This way, we can thrive and build a more formidable future."*

*"We need to restore trust in the industry and having qualified people would be a step towards that. Exams are not for everyone but the CII could perhaps assist in developing more assessment-style qualifications. I wouldn't put a blanket level of certification across the industry but suggest the level of qualification required is dependent upon the level at which the individual is working."*

### Selected comments

*"As all IFAs must attain QCF Level 4 - Diploma by the end of 2012, then as a prerequisite all areas of financial services should attain this level to make it a level playing field of qualifications to benefit the general public when in a client-facing role."*

*"Much of the 'on the job' experience and in-house training is probably not far off certificate level knowledge but as an industry we need to strive for higher technical abilities and restore faith in the service we provide."*

*"Since a graduate from any field of study can be employed by an insurance firm, it is important*

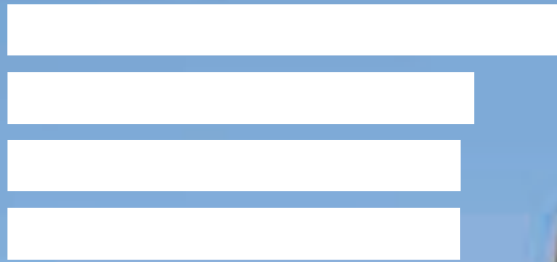
*"Considering that some people are good at exams and others perform well at in-house or external courses, the answer may be that by making the in-house/external courses the same as the syllabus/exam CII options, the CII could approve such in-house or external courses. Having the two options may incentivise those who were not so confident at exams, to take the exam option. Perhaps evidence to the CII of the completion of in-house/external courses could provide, for example, 10% top-up of their exam mark. Maybe this is an alternative to the compulsory option."*

*If you would like to join the group, and the debate, please go to LinkedIn and search for 'The Chartered Insurance Institute' under groups.*

EMAIL ///

► **The Journal** is delighted to receive letters on any topic please email the editor at: [michelle.worvell@cii.co.uk](mailto:michelle.worvell@cii.co.uk).

# We don't just see another residential street



With a continued increase in fraud and squeezed margins, the insurance industry is under greater pressure to underwrite more profitably. Ordnance Survey location intelligence can help you do exactly that. You can identify patterns by analysing data at individual address level to uncover relationships between seemingly unrelated third parties. By combining your own information, our data can highlight fraudulent claims and policy applications by validating customer information and highlighting bogus addresses or businesses. Claims are handled faster and you can highlight cases for investigation as well as repudiate fraudulent claims quicker, so loss ratios are improved.

[www.seethedetail.co.uk/insurancefraud](http://www.seethedetail.co.uk/insurancefraud)



We see the detail  
So you see the bigger picture





**How do you see Lloyd's at the moment?**

There has been a lot of hard work in the past 10 years, primarily establishing the franchise structure, which was introduced in 2002/2003. We have been embedding that new structure into the way we do business. The good news is that in 2012 – on the back of 2011, which was a real test of the market – no-one is questioning our financial strength or ability to pay.

We are continuing to expand the network in places like China and Brazil and are continuing to build on technical initiatives. When I look at Lloyd's today I am quietly confident it is well positioned at the centre of the world's insurance markets.

**What makes Lloyd's different?**

It has existed for 324 years and not many businesses can say that. The market structure is unique, as is the way we do business in the underwriting room. The way we interact with brokers is also unique – we encourage trusted relationships. I think Lloyd's is in a privileged position – it has built up a business model that has stood the test of time.

**What have been the biggest changes in your tenure at Lloyd's?**

First and foremost, my predecessor Nick Prettejohn did a fantastic job really embedding the franchise structure, encouraging corporations forward and getting them to accept our involvement in seeing their business plans and taking a really active role. It has been a change in mindset. When I arrived there was concern around the role of the corporation and oversight of the market and since 2006 we have managed to overcome that.

**Where might more change come from?**

The other milestone for me has been the introduction of electronic claims and the move away from paper to electronic processing. The end of the Chatham run with a van carrying paper files was symbolic of that.

No-one questions the role of technology in these markets. Yes, we are at various different stages but everyone accepts technology has a role to play and that we need to embrace it. The initiatives are aimed at supporting what we do – allowing brokers and underwriters in the room to focus on what they do best, with technology available to do the processing.

Technology allows us to reduce error rates and enables people to access the market and that is important. It allows us to be more efficient in how we do business.

I came from an environment where we could

# ON THE WARD

*As the Olympic Games came to an end, Liz Booth met Richard Ward, chief executive officer at Lloyd's and found a man proud of what the City had achieved and proud of the insurance market behind it*

PHOTOGRAPH: PHILIP GATWARD

close the trading floor and conduct all business electronically – insurance is all about people and you cannot do that, but technology can still help us.

**Do you think regulators understand what you do?**

Technology is making everything more accessible – for the regulators too. The reality is that no longer can anyone hide their activities. Look at the Libor scandal – regulators were able to access emails that had encouraged the behaviour.

The Standard Chartered story is nothing new – we have been complaining about the long arm of US law reaching beyond its borders for some time. The irony is when I go to the US and talk about Solvency II, it is not unusual for people to complain that it should impact the US – we all

believe the standards we adhere to are the best. But the reality is technology gives you an audit trail. We need to look in the mirror and know we are doing things in the right way.

I am a fan of good regulation – it is good for business. Over-regulation is bad for business. The danger we run in the UK and Europe is that over-regulation follows in response to the financial crisis. You can accept public angst and anger but it will encourage regulators to be over-intrusive.

The insurance industry did well through the financial crisis – we have had problems in the past but they are behind us. We require different regulation to banking, the concern is banking regulation leaking into insurance.

**How much has the global financial crisis affected the market?**

Last year we had the largest value of claims ever experienced of around £13bn net. Return on investment is about 1.9%. Of course there is an impact on the insurance market. Falling profitability of our clients puts pressure on costs and on claims.

On the other side of it, there is a lot of money around the world but people do not know what to do with it and investors are nervous. Money is coming into the insurance market but what we are seeing is a surplus of capital and that means rates do not rise.

**Do you think insurance has gained in reputation through the crisis? What can be done to enhance that reputation and also attract more talent to the sector?**

I think it is up to all businesses individually,

“The insurance industry did well through the financial crisis – we have had problems in the past but they are behind us”





how they manage their business and how they manage professionalism. All credit to the CII for pushing forward. We have signed up to the Aldermanbury Declaration. We have all got a duty to raise professionalism. This is a good opportunity for insurance. People are starting to question where they work and youngsters want to do something with a sense of social responsibility. Hopefully there is a sea change in attitude and people do not just want to make huge sums of money. We in insurance are doing something socially responsible – without insurance nothing would happen. People want a sense of value and we have a fantastic opportunity today. People have to bring their moral compass into their careers.

**How important is the drive towards greater**

**professionalism? How do you feel London market qualifications differ to general insurance?**

You can tell from my career that I value qualifications. They are very important to me. Studying for qualifications encourages a disciplined approach, which is extraordinarily valuable to anyone in their career.

There are nuances and differences between the London market and elsewhere and it is important the qualifications we offer recognise those differences. I think the two sit side by side very neatly. Anything we do to encourage people to study and improve their knowledge is a good thing.

**With crystal ball in hand, how do you see the next couple of years unfolding?**

## RICHARD WARD SO FAR

Richard Ward has a 1st Class Honours degree in chemistry, and a PhD in physical chemistry from Exeter University.

Between 1982 and 1988, Mr Ward worked as a senior physicist with the Science and Engineering Research Council, leading a number of research and development projects.

Mr Ward moved to BP, where he held a number of senior positions before becoming head of marketing & business development for energy derivatives worldwide at Tradition Financial Services.


Mr Ward then spent more than 10 years at the London-based International Petroleum Exchange, re-branded ICE Futures, as chief executive officer and vice-chairman.

Mr Ward joined Lloyd's as chief executive officer in April 2006.

He is married with two children and lives in London.

I think we are faced with a zero interest rate environment for quite some time. In our personal lives we are encouraged to balance the books and not spend more than we earn, yet we are faced with governments that have done exactly the opposite. Some countries are taking their medicine and are feeling the pain. What worries me is unemployment – look at Spain where 50% of those under 24 are unemployed.

The reality of the eurozone crisis is that all businesses have to prepare themselves if a country exits. We have limited our exposure, just looking after our assets. On the liability side there is an opportunity because insurance is socially useful. You cannot function without it and irrespective of what happens they will all need insurance so we will still be doing business, but whether we want assets there is a slightly different question.

On the eve of the 2012 hurricane season, I have to say I arrived in 2006 on the back of Hurricane Rita. There were predictions that 2006 would be the worst year ever – nothing happened. In 2007 it was the same and we had a record year. In 2008 we had Ike and Gustav but in 2009 more warnings and nothing happened, another record year. I am a little more philosophical now – we just need to be prepared and have our house in order. 

# Apprenticeships

## BENEFIT FROM VIRTUOUS CIRCLE

*As more firms come on board, the number of interns and apprentices is hitting record levels. Caspar Bartington charts progress in this area and reports on the success of the CII's very own intern*

**T**his year has seen an increase in internships and apprenticeships, as companies start to blend their recruitment to take into account the changing pathways of school-leavers.

The CII has been at the forefront, producing guides for both of the above areas. The guides advise on

best practice and give examples of those employers that already participate.

### Virtuous circle

Caspar Bartington, the CII's relationship manager for education, leads in these areas and confirms the growth in apprenticeship uptake.

"We expect there to be 1,000 apprentices in our sector this year

taking CII units or qualifications. This will be the highest ever figure and reflects companies' attitudes towards building professionalism throughout the workforce.

"There is a virtuous circle, whereby there are more companies offering apprenticeships, which in turn attracts more companies to the idea of offering apprenticeships. It also helps that some of the largest brands, such as Aon and RSA, are starting their apprenticeship programmes this year."

In addition to his CII role, Mr Bartington is also chair of a local advisory board at a school in Hackney.

"The role of chair is not just about helping sector companies build links with schools and helping the school to understand how it can build better links. I also get the opportunity to speak with companies from other sectors, to find out what they are doing. For example, a major telecoms provider uses its link with Career Academies as a way for its graduates to mentor A-level students and, in so doing, build their soft skills.


"Like many companies, I strongly believe in bringing employers closer to students. Teachers and learners do not often have good links with the world of work so it is incumbent on organisations like the CII to do what we can, as a professional body, for our members, whether they work for a small company or a multinational."

"I wanted to be sure the CII played its part in creating an opportunity for interns. Given my involvement with the school in Hackney, it made sense for me to select a student from there."

The CII's intern, Priscilla Matondo, spent a month in the Discover team. As well as working on social media projects and carrying out competitor research, Ms Matondo also visited Lloyd's of London and attended a business meeting in the City of London.

"I've gained more knowledge of the sector during my time at the CII. With the support of my supervisors I've managed to gain a real sense of how the world of business functions," Priscilla explained.

Mr Bartington explains: "At the start of Priscilla's internship, we were running our final Discover Risk and Discover Fortunes events for sixth form students. As luck would have it, some of these were held at our Aldermanbury HQ, so it made perfect sense for Priscilla to take part."

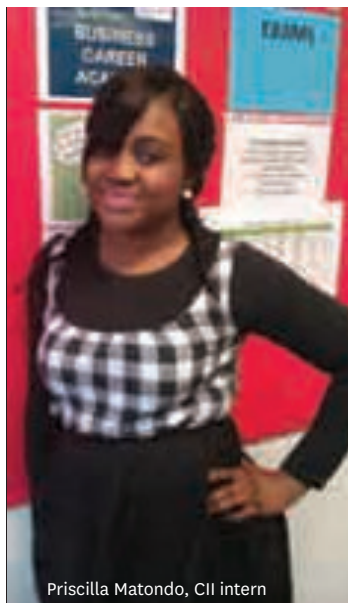
"I enjoyed attending the Discover Risk and Discover Fortunes events. It helped in terms of acknowledging the impact of financial planning and risk," Priscilla said. 

**Caspar Bartington is relationship manager for education, CII**

ONLINE ///

If you would like to know more about apprenticeships in your business, email [discover@cii.co.uk](mailto:discover@cii.co.uk) for a free guide

**"We expect there to be 1,000 apprentices in our sector this year taking CII units or qualifications."**



Priscilla Matondo, CII intern

**discover  
risk**  
.co.uk

“

We're Chartered because we believe in everything it stands for. Our commitment to developing the highest levels of technical skills and expertise is at the core of our business vision in an ever more competitive and commoditised market. When business partners and clients see that we are Chartered, they know that we are making that vision a practical reality.”

*Neil Clutterbuck*

Neil Clutterbuck, ACII  
Chartered Insurer  
Director, Underwriting and Technical  
Allianz Commercial

[cii.co.uk/chartered](http://cii.co.uk/chartered)



# Members only

Branded products now available

To celebrate our centenary the CII has launched a new range of branded products, exclusively available for members.

Browse or order online at  
[www.cii.co.uk/centenarymerchandise](http://www.cii.co.uk/centenarymerchandise)



100  
1912-2012  
A CENTURY OF  
PROFESSIONALISM



Open up the world of risk to  
the professionals of tomorrow.

Help us promote our  
world to today's learners.



Email [discover@cii.co.uk](mailto:discover@cii.co.uk) to play your part.



# SCHOLARLY PROGRESS

*It is now three months since Allianz rolled out its scholarship programme to 30 broker scholars. General manager **Chris Hanks** gives us an update*

## **Why did you introduce the scholarship programme?**

We wanted to expand and refresh our broker proposition and put a bigger focus on knowledge and professionalism based on our considerable expertise in this area.

Our Allianz Partners Academy (formerly Key Partner Academy) and breakfast clubs set the industry benchmark for broker training when we launched them in 2006 and continue to be highly valued. But I felt we could still do more and specifically to encourage junior professionals to achieve professional qualifications. The scholarship programme does this through providing a structured path to achieving the diploma in insurance in 18 months.

## **Who is on the programme?**

Thirty scholars from across the country were accepted for the first intake, 23 from Chartered brokers and seven from non-Chartered brokers. They come from all sizes of brokerage, from nationals to provincial firms.

Age-wise, scholars range from their early twenties to mid-forties and

have industry experience ranging from one year to more than 20.

Each scholar has a broker sponsor from their firm to support and mentor them through their studies. This means they have a solid commitment from their employer and are more likely to stay the distance and complete the course.

## **How is the training delivered?**

The scholars attend monthly workshops, which are held in three locations – London, Manchester and Birmingham. Currently, they are working on P93 commercial property and business interruption.

Studying takes place in a workshop format by trainers who are passionate about insurance and this rubs off on the scholars. Lively debates make the subject matter real and help with understanding. Scholars are encouraged to share experiences drawn from their day-to-day work, which often helps to put theory into context.

Coursework matches the CII syllabus and gives scholars practical knowledge they can immediately apply in their day job and bank towards their exams. We also provide a thorough

revision session just prior to their exam in October, which has been specifically designed to make sure they have covered all the required material and are fully prepared.

As well as the workshops, scholars need to study in their own time to get through all the material for each module. There are also the CII online study tools such as RevisionMate, which we strongly encourage scholars to make use of.

## **What feedback have you received from scholars who are currently on the programme?**


We have received very positive feedback from many scholars and their broker sponsors with some commenting on the superiority of the support and tuition they are receiving. Others have praised the great opportunity they have been given to achieve a professional qualification.

## **What other benefits do scholars receive?**

As well as studying, I see networking as one of the big plus factors of this programme. At workshops they get to network with their peers and at the launch event we ran in May they met me and members of my senior and regional teams. I am keen to offer further opportunities for scholars and their broking firms to build closer relationships with us and my team is already looking at creating a regular regional networking programme.

## **What's next?**

We will certainly be inviting brokers to apply for a scholarship place in 2013 and following the success of the programme so far, we may choose to expand the programme in future years to share our expertise more widely with brokers.

**So what is it like to be a scholar on the Allianz scholarship programme? In the next edition of *The Journal* as we move closer to exam time we will hear more about the programme from the perspective of a scholar, their broker sponsor and Allianz.** 

# WATER, WATER EVERYWHERE, NOR ANY DROP TO DRINK

*Most people are now aware of their carbon footprint but do you know about your water footprint? **Edward Murray** reveals why this most basic commodity is becoming scarce and explains how the insurance industry is working to provide solutions*

PHOTOGRAPH: ISTOCK

**A**s natural commodities go, water is perhaps the most important but least valued of them all.

We know how much we pay for the energy that heats our homes and people cannot stop talking about how much it costs to fill up their cars at the pumps; but water, well who knows how much that costs?

At a commercial level, businesses are better acquainted with the cost of their water as well as the potential impact of supply interruptions. However they are still a long way from overcoming issues around these interruptions and the growing problem of water scarcity that will drive them.

## Water footprint

Each and every product that hits our shelves has a water footprint in the same way it has a carbon footprint. A kilogram of beef, for example, has an average global footprint of almost 15,500 litres, while a 250g cotton shirt has a footprint of almost 2,500 litres.

It takes 132 litres to make a small cup of coffee and if you want to turn water into wine, then you will need 109 litres to make a 125ml glass. More information on these figures and

the research that sits behind them can be found at The Water Footprint Network: [www.waterfootprint.org](http://www.waterfootprint.org).

The precious nature of water as a natural commodity is beginning to hit home and in the UK, government targets have been announced to reduce individual water consumption from 150 litres to 130 litres a day, by 2030.

Things are even tighter in the commercial world and the food and drink sector, for example, is being asked to reduce water consumption by 20% by 2020. This is all in a bid to conserve the water we have and make sure it is appropriately rationed to ensure all of our personal and commercial needs can be met in the long run.

Whether through usage restrictions driven by drought or scarcity through overuse and poor management, any interruptions in water supply have a massive impact on virtually all

commercial entities.

Certainly it is an issue that Nestle is focusing on and chairman Peter Brabeck-Letmathe has said: "By 2050 we will have to feed 9.3 billion people and food production has to double. The key is water, the scarcest natural resource on earth. At the current rate of overuse, we will run out of water long before we run out of oil."

According to a recent report from brokers JLT, entitled *Water Scarcity*, the world's fresh water resources could meet all of our needs if they were distributed evenly. However, this is not the case and the report goes on to say: "Water supplies in some regions are too limited to meet local needs, while other regions lack the requisite infrastructure to deliver water to those that

“... any interruptions in water supply have a massive impact on virtually all commercial entities”



believes interruptions could see companies facing export restraints, increased resource prices, commodity price volatility and usage restrictions.

### Securing supplies

The challenge facing businesses are, therefore, numerous when it comes to water. They have to secure the supplies they currently have, evolve their processes to use less water in the future and make their organisations more resilient to the growing threat of scarcity and supply interruption.

The insurance market is the obvious place to look for answers to these problems and certainly it is working hard to come up with ways of mitigating the issues that businesses face and transferring the risk where possible.

However, it is easier said than done. The impact of weather in terms of damage to property has long been an insurable peril and there are significant advances being made in creating derivative products to cover weather-related risk.

Willis has done a lot of work in this area and Julian Roberts, an executive director at the international broking house, says: "We are looking at issues where unseasonable weather leads to unfavourable outcomes."

An unseasonably mild winter will see energy companies' revenues fall as consumers keep their heating switched off. Hydroelectric companies that have to reduce output due to unusually low rainfall in their dam's catchment area will see their incomes drop.

These are just two examples of weather risks that can be calculated and protected through index-linked derivative products and the market has expanded rapidly since the first deals were done in 1997.

How affordable this sort of hedging against the commercial impact of inclement weather on a firm's results will depend on individual circumstances. As Mr Roberts says: "The cost of these things is always a function of how likely you are to trigger the loss and that is hugely variable."

need it. Even those states that are water secure today will confront challenges to water (and by implication, food security) in the future, due to climate changes and water shortages elsewhere."

In short, a reduction in water supply is one of the biggest future threats facing businesses across the globe and Dr Elizabeth Stephens, head of credit and political risk analysis at JLT,

## CAUSES OF WATER SCARCITY

- Population growth
- Food production
- Biofuels
- Climatic change and variability
- Land use
- Water mismanagement
- Poverty and economic policy
- International waters
- Political realities
- Sociological issues

Source: *Water Scarcity report, JLT*

### Meeting demand

These sorts of products do not, however, overcome the issue of water scarcity. They help protect businesses if unusual weather conditions impact on their commercial operations, but they do not solve the issue of increasing demand in the face of falling availability.

That, it seems, is something that can only be done by addressing the way water is used, managed and recycled. This could end up forcing businesses into a massive rethink of the processes they use and the logistics that underpin their operations.

However, according to David Bresch, head of sustainability at Swiss Re, an overhaul of commercial practice will be hugely difficult in a world where many supply chains are broken down into small constituent parts.

He comments: "You need control of the whole manufacturing process if you are going to innovate the way things are done and to improve the overall way water is used. However, the compartmentalised nature of supply chains makes that difficult."

For individual businesses there are going to be no easy answers and Mr Bresch adds: "For each region and each business the challenge will be to identify exactly where the risk around water lies. It is then about carrying out really comprehensive cost benefit analysis around the possible mitigation options."

Whatever solutions businesses come up with, they at least know the answer has to be a reduction in their water usage. As time rolls on, this reduced reliance on water is going to become an increasing priority. **TJ**

**T**he expression “Rome was not built in a day” is often used for long drawn out processes or given as an excuse for procrastination. However, it is also a term that can be used when considering how long it has taken the European Commission’s (EC) internal markets team to finally release its proposal for a revised insurance mediation directive (IMD). While the text will not be finalised for maybe 18 months or so, the direction of travel is clear. This raises a number of key issues that will need to be resolved and which are discussed in more detail below, namely:

1. Clarity around the scope;
2. Registration requirements;
3. Transparency of remuneration;
4. Broader level playing field issues; and
5. Issues around certain definitions.

The original IMD was published in 2002, without the revision clause that is now common in new directives. The political manoeuvrings around the Solvency II directive led to a French MEP demanding and getting a revision of the IMD as the price for progress of that directive.

The IMD revision process to date has been lengthy but now the revised proposal has been released, the work on analysing the content and preparing text amendments can begin. The publication itself comprises an 11-page explanatory memorandum, a 13-page recital with 56 numbered points, the 40 directives containing 39 numbered articles, two short annexes and finally, a 20-page legislative financial statement.

For now, we shall concentrate on the directive and have a run through the 39 articles.

### The finished article(s)

**Article 1 (Scope)** sets out who is and who is not included within the directive’s scope.

**Article 2 (Definitions)** defines key areas like insurance mediation, advice, durable medium and remuneration to name but a few.

**Article 3 (Registration)** sets out the obligations on member states for the registration of insurance intermediaries. **Article 4 (Declaration procedure for providing ancillary insurance mediation; professional management of claims or loss assessment services)** removes the requirements set out in article 3 for certain types of firm, which for the purposes of the directive will be known as ‘declared intermediaries’, while imposing other requirements.

**Article 5 (Exercise of the freedom to**

# IMD: THE 39 STEPS

*With the EC having finally released its proposal for a revised insurance mediation directive, BIBA’s Steve White unravels the Hitchcockian mystery and looks at the implications for insurance brokers*

**provide services)** sets out the procedure for intermediaries wishing to provide services in other EU states. **Article 6 (Exercise of freedom of establishment)** sets out the procedure for insurance intermediaries wishing to open a branch in another EU State.

**Article 7 (Division of competence between home and host member state)** explains the responsibilities of member states when insurance intermediaries operate across borders.

**Article 8 (Professional and organisational requirements)** sets requirements around competency, good repute, professional indemnity insurance and the protection of client monies.

**Article 9 (Publication of general good rules)** will require the European Insurance and Occupational Pensions Authority (EIOPA) to publish details of requirements applied by states that go beyond the directive.

**Article 10 (Competent authorities)** requires member states to nominate the competent authority(ies) in their own state, stating that they cannot nominate an insurer as a competent authority.

**Article 11 (Exchange of information between member states)** requires the member states to co-operate to ensure the proper application of the provisions of the

directive. **Article 12 (Complaints)** requires that each firm set up a complaints procedure.

**Article 13 (Out-of-court redress)** now obligates all member states to establish an out-of-court redress mechanism for disputes between insurance intermediaries and customers, using existing mechanisms where available. **Article 14 (Restriction on use of intermediaries)** requires member states to ensure that only registered or declared intermediaries are used by insurers or intermediaries.

**Article 15 (General principle)** requires that intermediaries and insurers act fairly, honestly and professionally in accordance with the best interests of its customers and that all communications with customers are clear, fair and not misleading. **Article 16 (General information provided by the insurance intermediary or insurance undertaking)** sets out various pieces of status disclosure information to be provided to the customer prior to the conclusion of the contract.

**Article 17 (Conflicts of interest and transparency)** lists disclosures around ownership, advice and the breadth of choice, and the transparency of remuneration. Article 18 (Advice, and standards for sales where no advice is given) covers the demands and needs statement plus the provision of sufficient





information on the insurance product to enable the customer to make an informed decision.

**Article 19 (Information exemptions and flexibility clause)** exempts the provisions of articles 16, 17 and 18 from contracts of large risk but allows member states to enhance those articles where that meets Union law.

**Article 20 (Information conditions)** sets out how the information contained in articles 16, 7 and 18 should be communicated to customers. **Article 21 (Cross-selling)** allows bundling of products but prohibits tying, setting out requirements when bundling occurs.

**Articles 22-25** apply only in respect of packaged retail investment products (PRIIPS).

**Article 26 (Administrative sanctions and measures)** requires effective, proportionate and dissuasive administrative sanctions to be in place by member states for rule breaches.

**Article 27 (Publication of sanctions)** obligates competent authorities to publish details of any imposed sanction. **Article 28 (Breaches)** sets out the administrative sanctions and measures that must be applied and to whom.

**Article 29 (Effective application of sanctions)** sets out matters to be taken into account when determining the type of sanction. **Article 30 (Reporting of breaches)** requires the establishment of effective

mechanisms for the reporting of breaches.

And finally, **Article 31 (Submitting information to EIOPA in relation to sanctions)** requires competent authorities to provide an annual report to EIOPA of aggregated administrative measures or administrative sanctions and then for EIOPA to publish an annual report containing this information.

Of the remaining articles, the one of interest is article 35 (Review and evaluation), which sets out a five-year from entry into force review, looking in particular at advice standards and the impact of the revised directive on intermediaries that are small and medium sized enterprises.

### Causes of concern

As you can see, this is a detailed document. There has already been some debate about various articles but let's take a look at a few issues that concern insurance brokers.

The scope of the directive, as set out in articles 1 and 2, has been one of the areas of the text that we have been closely following. The IMD is an activities directive, listing those activities for which registration is required. The revised IMD text widens the scope by including certain activities undertaken by price comparison websites but removes 'introducing'. It also brings car rental companies, travel agents and loss adjusters within scope. However, the revised text, like the original, does not give clarity on where an activity is deemed to have taken place. This will be critical in helping achieve the desired single market.

The next issue arises in article 3.5, where it is suggested that intermediaries may have to declare at the point of registration whether they will represent the customer or act on behalf of the insurer and whether they offer advice. This is currently a point of sale disclosure, required on a contract-by-contract basis. If left unaltered, this could potentially seriously jeopardise existing business models across Europe. The pan-European intermediary view is that this must remain a disclosure made on a contract-by-contract basis and we will be preparing draft directive text amendments to this effect.

The provisions set out in article 17 on transparency and disclosure have been well publicised since the text was issued in early July. The British Insurance Brokers' Association played the leading role in the establishment of industry guidance and fully supported the concept of commission disclosure upon request as the pan-European solution for general insurance contracts.

## SOME OF OUR OTHER MAJOR CONCERNS FOCUS ON:

- An amended definition of 'tied intermediary', which could add confusion regarding the status and activities of insurance agents across Europe;
- A definition of 'advice' that includes just 'a recommendation', not 'a personal recommendation', which potentially significantly widens the advice definition;
- Where a limited choice is given, intermediaries will, as the text is currently drafted, be required to give the customer a list of those insurers (rather than make it available on request as is the current requirement);
- The introduction of 'declared intermediaries' and an un-level playing field between them and 'registered intermediaries'; and
- A 'best interest' requirement, which could potentially increase liability for insurance intermediaries.

This approach was fully supported by the Financial Services Authority, HM Treasury, the European Federation of Insurance Intermediaries (BIPAR) and EIOPA, and indeed formed the basis of the Commission's original impact assessment of its proposals. The Commission is now proposing to mandate disclosure five years from the publication of the directive (giving a likely implementation of mandatory disclosure around 2018/19).

In addition, a new requirement to disclose the nature and basis of the calculation of any variable remuneration received by the sales employees of insurers and intermediaries has been introduced. The politicians in Europe and indeed the Commission itself are wedded to the concept of a level playing field. We believe it is essential that a level playing field is established in respect of the provision of information to customers and that to prevent market distortions across the EU, insurers should be forced to make a meaningful cost disclosure. We will be working on a suitable draft text amendment.


### From here to implementation

So, what happens now? The directive text will now take its place in the queue of legislation making its way through the EU legislative process. The European decision-making process is known as a 'co-decision process' ↘

and involves both the European Parliament and the European Council.

The European Council is the EU institution where the member states' government ministers sit. In most cases, the Council can only legislate on the basis of proposals submitted to it by the EC. The Council can decide matters on a 'qualified majority vote', with Germany, France, Italy and the UK having 29 votes each, down to Malta with just three votes, out of a total of 345 available votes. The EU's 27 member states take it in turn to chair the Council for a period of six months each. During this six-month period, the presidency chairs meetings at every level, proposes guidelines and draws up the compromises needed for the Council to take decisions. The current presidency is held by Cyprus, with the Republic of Ireland taking over in January 2013.

The European Parliament has 754 MEPs coming from the 27 EU member states, who themselves are members of seven different political parties and 22 parliamentary committees, including the Economic and Monetary Affairs Committee, the Legal Affairs Committee and the Internal Market and Consumer Protection Committee. These are all key committees for financial services dossiers. Under the ordinary legislative procedure, the parliament adopts a position on the EC's proposal during its first reading of the text, which may be adopted or rejected by the Council. In this latter case, then starts the second reading where the Parliament analyses the text amended by the Council. If both institutions do not reach an agreement, then starts the third reading and the conciliation procedure, with the creation of a joint committee in charge of writing a conciliatory text.

Once agreed, the text of the revised insurance mediation directive (IMD2) will be published in the EU Journal. This is anticipated to occur maybe late 2013 / early 2014. EU states then have up to two years to implement at their national level. 

Steve White is head of compliance and training, British Insurance Brokers' Association

## A CII VIEW OF THE IMD TEXT:

### A RENAISSANCE IN GENERAL INSURANCE PROFESSIONALISM?

By Laurence Baxter, head of policy & research, CII

The revised IMD draft text was published as part of a package of regulatory activities aimed to improving consumer protection.

As Europe's largest insurance and financial services professional body, the CII has been active in the consultation process. We have been liaising directly with the FSA and Treasury, as well as the European Commission, and the new European Insurance & Occupational Pensions Authority (EIOPA). See for example our Thinkpieces earlier this year by Karel van Hulle, the IMD Head of Unit at the Commission; and Gabriel Bernardino, the Chairman of EIOPA.

The draft text made several new provisions, most of which are summarised in Steve White's BIBA viewpoint. However of greatest interest to us are two new provisions on professional standards. More importantly, what they represent:

*Continuing Professional Development:* Article 8 calls for "appropriate staff" within insurers and intermediaries to keep their knowledge up to date through CPD.

*Reference to qualification levels:* paragraph 25 of the Directive's non-legally binding preamble (or "recitals" in EU parlance) contains a suggestion that Level 3 of the European Qualifications Framework could be used as a benchmark for those selling or overseeing the sale of insurance.

*The provisions may not be huge in themselves:* UK practitioners are already caught by FSA rules in both these areas. However, in the grand scheme of regulatory developments, there are three reasons why they suggest a clear

evolution in European thinking towards professionalism in general insurance.

#### 1. Regulatory development moving from member states to EU level

These provisions represent a shift in financial regulation towards more prescriptive rules at the EU level. Traditionally, European directives have favoured 'high level' references to practitioner 'knowledge and ability' and have left member states to work out implementation. The IMD-2 takes the new step of calling for specific measures: CPD and qualifications/levels.

#### 2. The IMD may be a precursor to upcoming EIOPA training standards in GI

The new EU 'supervisor of supervisors' in the form of EIOPA has statutory responsibilities in consumer protection, one of which involves 'developing EU-wide training standards for insurance'. Now that the IMD-2 is drafted, EIOPA can progress this.

#### 3. Clear signal that professional standards in GI are on the EU agenda

The new IMD sends a clear signal that professionalism is well and truly on the EU regulatory agenda. Whereas this has been limited to a UK context with the Retail Distribution Review and other FSA rules, this new content suggests that EU officials now enhanced professional standards as a way to deliver customer protection.

The CII will continue to remain active in this area as these developments unfold, and we will continue to keep you updated through our regular update briefings and other materials.

## learning & development forum

# Generation Y

(children of the 80s and 90s) and the digital age



Adapt to the revolution and harness the benefits of digital media to attract, retain and develop the next generation.

Thursday 04 October 2012, 09.15-13.00

£50 members, £60 non-members

20 Aldermanbury, London EC2.

For more details and to book:

[www.cii.co.uk/events](http://www.cii.co.uk/events)



**No need to hide**

## broker ASSESS is so easy to use that no-one need worry about compliance.

Nobody really likes being assessed, but you can at least make the experience relevant and worthwhile.

Devised by brokers, reviewed and regularly updated, broker ASSESS is the complete online broker learning and assessment tool.

Being web-based, it's as easily accessible as it is reliably accurate.



Register your business by calling  
0844 77 00 266 for a free trial or visit  
[www.noneedtohide.co.uk](http://www.noneedtohide.co.uk)

**broker ASSESS**™

In partnership with:



# FIT FOR WORK, FIT FOR PURPOSE?

*The benefits of getting injured or sick people back to work as quickly as possible are obvious but, as **Liz Booth** reports, the answers are not always quite so clear cut*

ILLUSTRATION: EOIN RYAN

**B**ack in 2010, the government made a seemingly small change – no longer would employees need sick notes from their doctor but instead would need fit notes. The change was designed to encourage greater use of rehabilitation in the drive to get people back into the workplace.

The reasons behind the drive are clear – those unable to return to work cost society dear; around £14bn a year to be precise. Most of this bill falls on the state but insurers too count the cost as claimants look to either their employers' liability coverage or to a third party coverage such as public liability.

It is clear, however, that costs can be cut, with rehabilitation being one of the keys to success. The arguments were made in *Health at work – an independent review of sickness absence*, produced by Dame Carol Black and David Frost CBE for the Department for Work and Pensions late last year.

They explain that certain simple premises guided deliberations. “The first, not in dispute, is

that for most people of working age, work – the right work – is good for their health and well-being. Second, for most people worklessness is harmful. Third, much sickness absence and inactivity follows common health conditions which, given the right support, are compatible with work.

“Fourth, there should be minimal delay in making an adequate assessment of an individual's capability to work. Last, despite best efforts, some people are too unwell or disabled to work. Their needs too should be answered adequately and promptly.”

The authors conclude: “The review has shown up weaknesses in the current system. We have also learnt employers would value access to independent expert advice on the functional capabilities of sick employees, especially in longer-term and more difficult instances of sickness absence where there is great risk of people never working again.”

In response, they have recommended the introduction of an Independent Assessment Service, a new source of functional assessment and occupational health advice.



## Mental Health

Dame Black had written a similar review in 2008, highlighting the importance of early intervention and the same message has been reiterated in her latest findings. She says it is particularly important for those with musculoskeletal disorders.

However, this time around, the authors also look at stress and mental disorders. “Stress and mental health disorders are one of the biggest causes of long-term absence and, according to a number of business surveys, are on the increase as a reason for absence.”

The report warns that each year one in six workers in England and Wales is affected by



## PILING ON THE PRESSURE

The use of rehabilitation has increased as insurers look to find effective ways to care for claimants and reduce overall costs.

The need for such measures has been thrown into sharp relief by the Lord Chancellor's recent decision to consult on the discount rate applied to personal injury awards – mostly awarded following road accidents.

As Peter Walmsley, a partner at Clyde & Co, explains: "In the UK, lump sum damages for future losses in severe injury claims, including loss of earnings and future care costs, are calculated by applying 'multipliers' to the annual loss or cost. The 'multipliers' are discounted to take into account accelerated receipt, inflation and investment returns."

However, as a result of various rulings, claimants are not expected to adopt risk so the discount is based on investment returns from low risk index linked government stocks and was set at 2.5% in 2001. Now the Lord Chancellor is taking another look at this rate following pressure from the claimant lobby.

Mr Walmsley warns: "A reduction from the existing 2.5% discount rate is expected. Any change in the rate will have a significant impact on the insurance industry. Lowering the rate will of course increase the level of lump sum awards."

And a spokeswoman from the Association of British Insurers warns: "The government must ensure it does not bow to claimant lawyer pressure to decrease the discount rate. Any decrease in the rate would lead to immediate and substantial car insurance premium increases."

Only time will tell.

anxiety, depression and unmanageable stress. Worryingly, it also finds: "Mental health disorders generally are still poorly understood by both employers and the public at large. Often they are regarded as a taboo subject and a key challenge is to change attitudes and destigmatise these issues."

This makes it hard for employees to disclose mental health issues, fearing being thought less capable and at greater risk of dismissal. Most organisations still have no formal policy on stress and mental health, although organisations that recognise the problem and introduce initiatives have succeeded in reducing mental health-

related sickness absence.

But these are tough times and employers are often struggling to survive, let alone introducing new programmes. So the report authors have called for tax incentives to help employers. They quote a recent survey by Aviva which showed 39% of employers said tax incentives would encourage them to invest more in health initiatives.

Many firms are introducing employee assistance programmes, usually provided by a third party, offering information, advice and counselling on a variety of issues (including debt, workplace conflict and stress).

### Employer buy-in

Whatever the initiative, the key to success is buy-in from employers, as insurers can testify. Rose Hewitt, rehabilitation manager at QBE, explains: "Two to five years ago, people could not see the benefits of rehabilitation – it just made another layer of work for claims handlers and the financial rewards were not there.

"That has changed. We can show our insureds exactly what kind of cost savings can be achieved for their business and it is winning their attention."

QBE's figures reveal that, on average, insureds save £1,157 on loss of earnings per claim thanks to quicker return to work rates. According to one of ↘

its medical disability advisers, there is generally a 29% quicker return to work rate thanks to early intervention.

Ms Hewitt says: "The numbers speak for themselves. One insured was able to take advantage of our early intervention service to save £210,000 in hidden absence costs between 2007-2009. Those kind of numbers can make a difference and more of our insureds are talking to us now."

She attributes the programme's success to a combination of factors but a drive for better standards among its suppliers has made a significant difference. "We want to work with excellent clinicians but also work with excellent clinicians who have a commercial awareness. It is all about the supply chain and delivering the right service."

That message is reiterated by the Association of British Insurers (ABI), which points to the the UK rehabilitation standards and the need for these to be used to ensure quality and consistency of appropriate rehabilitation care.

The ABI also highlights the code of conduct introduced in 2007, which was designed to help victims get access to rehabilitation even before liability has been established. The code provides an approved framework to allow claimant representatives and compensators to work together and has the backing of the IUA, the ABI, Lloyd's, insurers, legal groups, care providers and the NHS.

### Early intervention

None of that matters, however, Ms Hewitt says, unless employers have bought into the concept and notify insurers early. "Early intervention is critical," she says. At QBE the firm has developed online notification to minimise the process and to encourage insureds to get in touch.

"You can capture cases at an early stage, before legal representatives get involved. We know we can nip large, expensive cases in the bud. The aim is to get someone back to work before a culture of claiming and suing becomes embedded."

As Radd Seiger, a partner at law firm Kennedys, stresses: "Ultimately, it is in the interests of all parties to get the injured person better and back to work as quickly as possible. Communication with the injured party is absolutely key to this and it is the one thing we all usually get wrong."

Education is crucial and QBE spends plenty of time working with its broker network and also directly with insureds to highlight the benefits and get results. The majority of the clients are mid or SME businesses that do not have access to large in-house occupational health support systems.

Agreeing with Mr Seiger that communication is key, whatever the individual circumstance, Ms

Hewitt continually stresses the need for early notification.

Her firm has embedded rehabilitation into its claims system so that it is flagged up as a solution from the start.

"We really don't want to be taking on any cases that are more than 18 months old – we can see from our existing results that those older cases are much less likely to succeed and the only solution is often settlement."

## NUMBERS SPEAK FOR THEMSELVES

- In 2009-2010, workplace injuries and ill health alone cost an estimated £14bn.
- Of the 17,000 injured employees who reach the sixth week of statutory sick pay annually, almost 20% do not return to work.
- Only one in four employment and support allowance claimants have returned to work a year or more after their initial claim.
- Median waiting times are around four and eight weeks respectively for outpatient and inpatient National Health Service treatment and one in 20 are waiting up to 16 weeks and 22 weeks in each case.
- One insured saved £210,000 in two years thanks to appropriate use of rehabilitation services.

### Side benefits

Pictures of 'injured' claimants running the egg and spoon race or boogieing on down on holiday make for good copy as well as show fraudsters that insurers will check up on their stories. Asked if early intervention can help in the battle against fraud, Ms Hewitt says: "While being unable to say categorically that rehabilitation reduces fraudulent or exaggerated claims, you have to trust your suppliers and hear them when they say something is not adding up."


It is important, she stresses, that insurers leave the medical condition to the experts and trust them to make judgments on the claimants.

"Sometimes you get cases where claimants feel unable to do something that the medical team feel they should be able to achieve. You have to remain extremely sensitive to the patient care and ultimately it could be that someone needs psychiatric support as well."

The rehabilitation element of care is always just a part of the claims process and is there to support the claims team. Judgments continually have to be made as part of the wider picture – not least the increasing requirement on insurers to manage the claims process more effectively.

Ms Hewitt sums it up: "We have come a long way in a short space of time and there is no doubt rehabilitation as a concept is here to stay. Now insurers need to continue to focus on early intervention and streamlining the processes while choosing the right suppliers to cope with increasingly sophisticated demands."

Crystal ball gazing is not always easy and Ms Hewitt says it is difficult to see what the future will hold. She questions whether, in 20 years' time, we will be looking back and seeing whole new trends because of increasing obesity.

Bizarrely, the recession has thrown up some new challenges – employees wanting to return to work too soon. "Fear of losing their jobs is so great that some people want to return too quickly. Money is tight and they don't want to lose their income. We need to manage those circumstances just as effectively," says Ms Hewitt. 

## COMPANY DETAILS:

**COMPANY:** Cornish Mutual

**ESTABLISHED:** 1903

**HEADQUARTERS:** Truro, Cornwall

**OFFICES:** Twenty-three locally based insurance inspectors operating throughout Cornwall, Devon, Somerset and Dorset. It only writes business in these areas.

**SERVICES:** Farm insurances, business insurances, personal insurances and equine insurances.

**MEMBERS:** Has over 24,000 members including organisations in farming and agriculture, holding lettings, food producers, and local businesses.

**NUMBER OF EMPLOYEES:** 87

**UNIQUE FACT:** Cornish Mutual insures camels – one of the firm's clients provides camel rides, and insurance is provided to cover the dromedaries.

# MUTUAL BENEFITS

*South-west firm Cornish Mutual has become the latest to achieve Chartered status. Managing director Alan Goddard tells **Kin Ly** how the firm, its staff and its clients are all benefiting*

**WHEN ALAN GODDARD BECAME** the managing director of Cornish Mutual in 2004, he saw it as a key opportunity to put into practice his beliefs about investing in staff education and professional development, and in autumn last year the company began taking steps to gain Chartered status.

"I began my insurance career about 30 years ago and it was drilled into me then that to demonstrate a good level of proficiency, I would have to invest in my professional development and gain qualifications such as the ACII or FCII," Mr Goddard says. "So right from an early stage, I encouraged staff at Cornish Mutual to study and qualify – it is so much easier now because the Chartered Insurance Institute (CII) has introduced a range of exams at varying levels."

### Good ethos

The company began its journey toward Chartered status with an audit of its professional and technical knowledge and found it was not too far off meeting the CII's criteria for Chartered status. It had in place a good



Alan Goddard: "Employees are delighted and see it as a badge of credit and pride."

professional development ethos, requiring all staff to complete the certificate in insurance within a year of joining, and set out to refine and improve its professional development programme after a meeting with the institute to discuss an action plan.


As a result, it introduced a new programme to help staff comply with continuing professional development (CPD) requirements. Experts in various fields, such as leadership training and sales, delivered a series of masterclasses throughout the summer period. It also implemented an e-learning tool to help employees keep abreast of their CPD progress – an important factor in its appraisal process to ensure employees are maintaining their CPD requirements.

The masterclasses were well received by members of staff: "We had some positive feedback which is really gratifying because employees recognise that they need to take the examinations as part of their employment – but they are keen to do it and do it well," says Mr Goddard.

### Positive impact

Since being awarded Chartered status in June of this year, Cornish Mutual has already seen a positive impact. Not only has the firm received a lot of publicity for being the first mutual insurer to gain Chartered status, but its employees are enthused by the achievement: "Employees are delighted and see it as a badge of credit and pride. Chartered status tells them that this company is a good place to work, that it aspires to good technical standards, and that it is the place for an insurance career in the South west"

Mr Goddard hopes that having achieved Chartered status, its members will also recognise its continual commitment to high professional standards: "I would imagine that most of our members would see our Chartered status as recognition that good customer service and technical competencies are at the heart of what we do."

Mr Goddard advises organisations to keep up the effort toward Chartered status because it would give them a competitive advantage: "Chartered status is a valued mechanism that will enable a company to demonstrate that it is a competent, well trained and well qualified business." 



**F**ew could argue that the pace of technological change over the last hundred years has been unprecedented. Advancements in technology related to healthcare for example, have dramatically increased our chances of surviving illness and disease, and enhanced our ability to live following organ failure or the loss of a limb.

Technology has also permeated through our daily routines changing the way we cook and eat, the way we travel from A to B and the way we work and interact with one another. What's more, the rate of change appears to be increasing – especially in the world of telecommunications. Never before has so much information been accessible to so many people around the world.

But with new technological developments, come risks as well as opportunities. In order to get an idea of the risks the future might hold, we enlisted the help of a number of leading experts – including David Willetts, Minister for Science and Universities to give us their view.

It was possible to pull together three future scenarios and their implications for the insurance sector and beyond.

### Upside – technological renaissance

At our most optimistic, increased investment in technology helps to underpin global economic growth. The limitations of technology are understood and carefully assessed – though this does not deter progress and innovation. Insurers are able to capitalise on new technologies to better understand customers, market products and underwrite risks. And, helped by the industry's direct investment in research and development centres as well as through the effective pricing of risks related to new technologies, technological innovation stimulates ever safer and effective products providing real benefit to people's lives.

Commenting in the report, Mr Willetts MP argues the case for investment in research and development and closer ties between insurers and the academic community. The insurance industry, says Mr Willetts, has, like scientists, a “window on the world”. Both insurers and scientists have a *raison d'être* for “understanding nature as the prerequisite to judging risk”. The success of insurers, continues Mr Willetts, depends in part, on

# HOW TECHNOLOGY COULD MAKE OR BREAK OUR FUTURE

*Our latest in a series of special reports celebrating the CII's centenary year as a Chartered professional body Ben Franklin looks at future risks related to technology*

access to world class science. Indeed he goes as far as to say that investment in general purpose technologies like high-performance computing and a commitment to scientific research is crucial to rebalancing the UK economy.

Professor of Forecasting and Innovation at De Montford University, James Woudhuysen agrees with this sentiment and implies that the greatest risk of all is not investing in our technological future in the first place. He believes that the UK can demonstrate a comparative advantage in a number

of technological domains including: nonmaterials, electronic components and automotive systems.

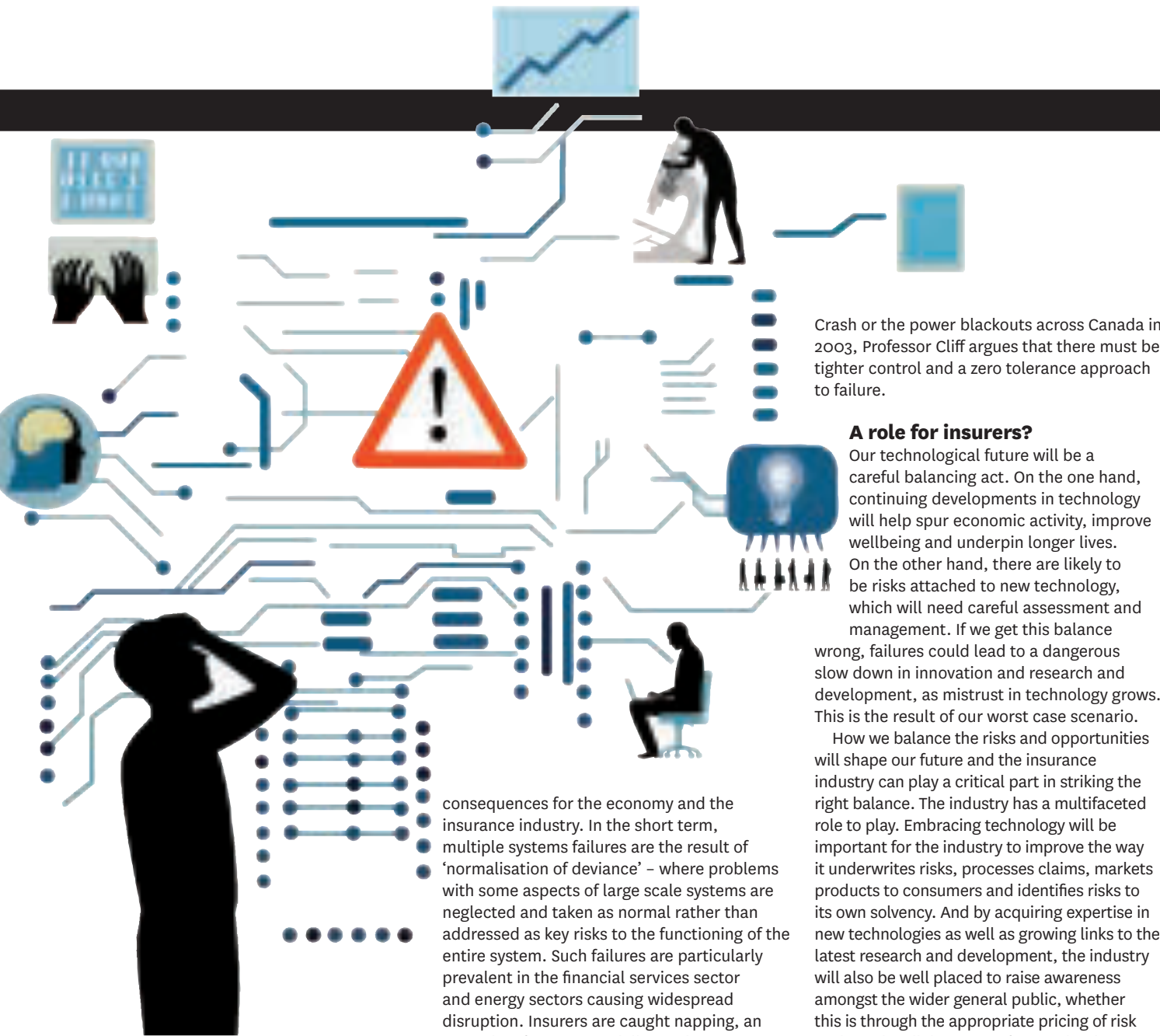
### Central – the status quo

The central scenario is more pessimistic – while there is some investment in new technology, this is not as pronounced as in the first scenario. In this environment, insurers do not fully utilise technology to improve core business functions and fail to grow links with research centres. Partly as a consequence, they put too much reliance on outdated computational methods of modelling risk which leads to some mis-pricing, affecting bottom line profit. With occasional failures in risk management, technological ‘black swans’ are possible, and events like the so called ‘Flash Crash’ of May 2010 (where robot traders all sold shares simultaneously) happen with greater regularity and cause some disruption to the normal functioning of society and the economy.

In the report, Dr Peter Taylor, Research Fellow at Oxford University and risk specialist, describes how people can become deluded into thinking that relationships between

“Insurers are able to capitalise on new technologies to better understand customers...”





variables in a model are real especially when computers are involved which can “lend an apparent objectivity to the results”. He argues that model risk is becoming a key issue related to the insurance industry, especially with the advent of Solvency II. If insurers choose the wrong model, they risk being undercapitalised like the banks were under Basel II or over capitalised and therefore too expensive.

### Downside – the great reversal

At our most pessimistic, over reliance on old technology combined with complacency in the use of that technology has grave

consequences for the economy and the insurance industry. In the short term, multiple systems failures are the result of ‘normalisation of deviance’ – where problems with some aspects of large scale systems are neglected and taken as normal rather than addressed as key risks to the functioning of the entire system. Such failures are particularly prevalent in the financial services sector and energy sectors causing widespread disruption. Insurers are caught napping, an overriding focus on modelling risk using out of date techniques prevents the industry from identifying such black swan events and these ultimately threaten the solvency of institutions. In the long run, failures on all sides lead to widespread fear in the use of technology and a dearth of investment in innovation.


Professor Dave Cliff, information technology expert from Bristol University, describes the way in which large scale IT systems are an increasingly prevalent part of our everyday lives. He notes how blind reliance on robots to make decisions on behalf of stock traders or to run our power stations and grid networks is potentially dangerous. To reduce the risk of large scale systems failures like the Flash

Crash or the power blackouts across Canada in 2003, Professor Cliff argues that there must be tighter control and a zero tolerance approach to failure.

### A role for insurers?

Our technological future will be a careful balancing act. On the one hand, continuing developments in technology will help spur economic activity, improve wellbeing and underpin longer lives. On the other hand, there are likely to be risks attached to new technology, which will need careful assessment and management. If we get this balance wrong, failures could lead to a dangerous slow down in innovation and research and development, as mistrust in technology grows. This is the result of our worst case scenario.

How we balance the risks and opportunities will shape our future and the insurance industry can play a critical part in striking the right balance. The industry has a multifaceted role to play. Embracing technology will be important for the industry to improve the way it underwrites risks, processes claims, markets products to consumers and identifies risks to its own solvency. And by acquiring expertise in new technologies as well as growing links to the latest research and development, the industry will also be well placed to raise awareness amongst the wider general public, whether this is through the appropriate pricing of risk or through collaborative efforts with other industries, sectors and government bodies.

Ultimately, governments, industries and the societies which they serve must continue to espouse the benefits of innovation and encourage the dissemination of new technology which has the potential to improve lives. But this must be done in combination with a renewed drive to understand the many risks and limitations of technology, and an active approach to ensuring that the benefits of new developments are reaped by everyone and not just a few. 

*Ben Franklin is policy and research manager at the CII*

# SOCIAL HARMONY

*With more and more of the CII's local institutes joining the social media revolution, **Kin Ly** looks at how to go about it, and what the benefits are*

**D**uring the past two years, local institutes have launched their own social media profiles, joining billions of organisations worldwide that now use online networking as part of their business strategy.

With 21 active local institute groups so far, LinkedIn is the most popular social media platform used by the institutes to connect with members – ahead of Twitter and Facebook.

In these early stages of developing their online presence, institutes are optimistic about the opportunities social networking can bring and about finding ways to build their online profiles.

## Newcastle shows the way

The Insurance Institute of Newcastle upon Tyne set up its LinkedIn group last year and is working on achieving its three core aims – to create an information resource page for local insurers and financial planners, increase professionalism by engaging group members in industry discussions, and reaching out to young members.

Richard Talbot-Jones, the institute's deputy president and LinkedIn group manager says it is still in the early phases of meeting these goals: "At this stage in the game, we're working on brand awareness. What I hope will happen is that our LinkedIn group will grow to the point where we would need to focus more on PR efforts and marketing our institute."

In the last year, the Newcastle upon Tyne Institute has been looking at ways to improve traffic to its group, working with the CII to add an RSS feed to the news section of its website. This means the institute's newly published web articles will automatically be posted onto its LinkedIn page.

The local institute is already making good progress, upping the number of group members by 50% since its inception. Looking ahead, Mr Talbot-Jones says: "It would probably take another 18 months before we've got people in the habit of joining, 'liking' and getting involved with discussion. However, looking at the activity over the past year, there's been an overall steady increase in discussions and comment."

## Guildford learns fast

In the South East, the Insurance Institute of Guildford is in a 'test and learn' phase and is almost on the verge of moving onto a more active stage. It is trialling LinkedIn to identify what works best, with much of its activity centred on providing updates of its local events.

The institute's president Claire White says: "We're on the verge of kicking into a more active stage but we need to get a critical mass of group members first. We'll probably do a bit



of marketing to make our LinkedIn group more visible. We're quite excited because we see it as a very useful tool to drive forward activity and we've got lots of ideas on how we want to use it."

## Bristol on board

LinkedIn newcomer, the Insurance Institute of Bristol, created its group last month with the aim of attracting new members, while also promoting its services to as wide an audience as possible.

In the early stages, it plans to use LinkedIn to raise awareness of local events among both industry professionals and members. The institute's president Paul Timmins says the main challenge will be ensuring content is relevant to members. However he plans to target the messages, saying: "LinkedIn will allow members and industry professionals to access information about us as and when they want to."

While not quite there yet, across the socially connected institutes on LinkedIn, the aim is clear – to further engage members and provide a useful resource of industry debates and news. To help, the CII faculties department has produced a 30 minute video on how best to use LinkedIn and Twitter for business. To watch it, visit: [www.cii.co.uk/faculties/linkedin-tips](http://www.cii.co.uk/faculties/linkedin-tips)

## CII SOCIAL MEDIA TIPS FOR LOCAL INSTITUTES

**Think about opening a Twitter account** – it has the ability to drive traffic to your website – and be sure to work with your area marketing manager on this.

**Publish the CII's LinkedIn group rules** to make clear to posters what is and isn't allowed.

**Ensure that your social media accounts are managed and facilitated** by one dedicated institute council member.



“With 21 local institute groups so far, LinkedIn is the most popular social media platform used by institutes...”

## TEN TOP TIPS FOR LINKEDIN

Here are 10 top tips on how to boost activity on your LinkedIn group from James Fell, social media expert and director of social media training company, Imparture

1. Promote your LinkedIn group prominently on your website, emails and other communication. Place the LinkedIn share button on all relevant communications and include a description of what your group can offer.
2. Target other groups by contributing to debates posted on other insurance and financial planning LinkedIn groups – they offer a great opportunity to direct users to your group.
3. Upload your marketing contacts list and invite contacts to your group. LinkedIn offers a service where you can upload a large list of email addresses.
4. Post polls, they are a quick and easy way to engage members, and publishing the results could stimulate further debate.
5. Support discussions by adding other content such as videos, pictures and infographics.
6. Elevate the status of your key contributors, asking them to readily contribute to discussions in return for greater exposure.
7. Analyse which discussions generate the most comments and drive those types of discussion forward.
8. Conduct a test to work out how many posts work best for your group but somewhere around three times a week is a good frequency.
9. Link bating is a good way of drawing people to your group – start with a broad topic instead of a specific one to lure people in, and then get the key messages across.
10. Think about your tone of voice and break down the barriers by using language that is not too technical.

LOCAL INSTITUTE LINKEDIN GROUP	NUMBER OF MEMBERS*
Belfast Insurance Institute	86
Birmingham Insurance Institute	95
Cardiff Chartered Insurance Institute – Young Professionals Group	33
Insurance Institute of Brighton	12
Insurance Institute of Bristol	74
Insurance Institute of Exeter	40
Insurance Institute of Guildford	87
Insurance Institute of Ipswich, Suffolk & North Essex	94
Insurance Institute of Leeds	218
Insurance Institute of Manchester	241
Insurance Institute of Newcastle upon Tyne	96
Insurance Institute of Peterborough	17
Insurance Institute of Royal Tunbridge Wells	25
Insurance Institute of Southampton	110
Insurance Institute of York	30
Lincoln Insurance Institute	49
Mid Kent Insurance Institute	66
Nottingham Insurance Institute	39
The Insurance Institute of Bradford	89
The Insurance Institute of Reading	39
The Insurance Institute of Stoke on Trent – Young Professionals Network	66

\*at the time of going to press

# WHY ALL THE NOISE OVER DEAFNESS CLAIMS?

*With occupational deafness claims up as much as 50% over the past two years, **Kin Ly** looks at whether claims farming is to blame and asks what the industry can do*

ILLUSTRATION PHILIP HACKETT

**T**he insurance industry has seen a sharp rise in occupational deafness claims over the past few years, a trend that looks likely to continue with leading insurers forecasting further increases for 2012. Three of the UK's largest insurers – RSA, Zurich and Aviva – have said increases are a result of claims farming.

In the last two years, RSA has seen a 50% increase in new noise induced hearing loss claims, and predicts a further increase for 2012, while Zurich has projected a further 25% rise for this year – a trend it witnessed in 2011 when it saw deafness claims increase by 25% on 2010. Additionally, Aviva also saw a 25% growth in such claims in the past two years.

## Claims farming

Insurers say the rise is predominately a result of claims farming and marketing efforts used to encourage compensation claims.

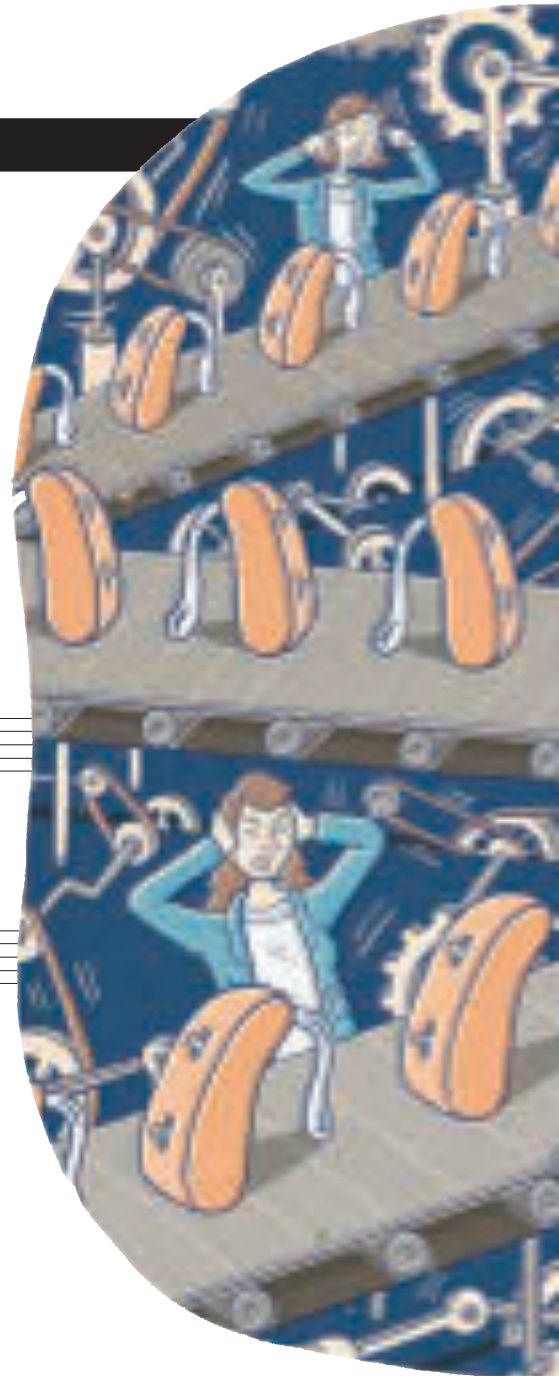
While evidence of deafness claims farming in particular is thin on the ground, general reports of farming suggest it is prevalent among the industry as a whole, with reports of face-to-face cold calling and text messages, as well as marketing efforts in the form of TV and radio advertising.

Compared with other diseases, occupational deafness claims have one of highest repudiation rates. According to RSA, 50% of the insurer's deafness claims were declined, which it says could be linked to claims farming bringing in illegitimate claims. Where damages are agreed, RSA typically pay over 60% of the overall settlement to the claimant's solicitor.

Zurich also noted a similar trend, rejecting higher numbers of deafness claims. Mike Klaiber, claims disease manager at Zurich, says: "The quality of deafness claims received is generally poor, for example, legal liability is not often attaching. This suggests that because of the nature of claims farming, many deafness claims tend to be speculative."

He adds: "There appears to be limited

“Deafness claims have one of highest repudiation rates”



filtering, which has resulted in claims being intimated without much examinations of the merits. Anecdotally, this appears to be a trend witnessed across the insurance market and not just at Zurich."

## Changing claims landscape

With this rise, the insurance industry is now receiving more claims from those working in light to medium engineering industries, as well as from those working in heavy engineering environments. The change in landscape suggests workers in light to medium engineering environments could be targeted by claims farmers, says Faye Glasspool, director of UK legacy at RSA: "We're receiving claims from sectors that are using



light machinery as well as your typical noisy heavy construction environments that have generally been the producers of claims in the past. Medium to heavy engineering employees have been targeted already and now it seems that smaller policy holders from light engineering jobs are being aimed at.”

Zurich has also experienced this change first hand, receiving claims from a number of people working in light industries including storemen and painters and decorators.

While the insurance industry generally believes claims farming is one of the contributing factors to deafness claims growth, the Claims Standards Council – a trade association that represents claims management businesses – disagrees and says

## CASE STUDY: BAKER V. QUANTUM CLOTHING AND OTHERS

Zurich defended a high profile decision of the Supreme Court in April 2011, related to the test case *Baker vs Quantum Clothing and others*.

The test case concerns the liability of employers in the knitting industry of Derbyshire and Nottingham for hearing loss shown by employees during the years prior to 1 January 1990 – the date when the *Noise at Work Regulations 1989* came into force.

Seven test cases were put forward, of which six were dismissed as there was no evidence of noise-induced hearing loss (NIHL).

One claimant, Mrs Baker, did have NIHL arising from exposure to noise between 85-89 decibels during her time at Quantum between 1971-1989.

However, the court ruled that Quantum had not breached its duties at common law or under section 29 of the Factories Act 1961 to keep the workplace safe.

By a majority of 3:2, the Supreme Court ruled that employers were not liable for injury caused by exposure to noise of less than 90 decibels before 1 January 1990.

In response, Mr Klaiber says: “The decision reinforces the historic standard for noise threshold at which employers are held liable for any hearing loss and that this should not change retrospectively in the light of better present day knowledge.”

the growth is down to union campaigns and education.

Andy Wigmore, policy director at the council, says: “I have not noted any prolific advertising or claims farming with regards to deafness claims – it is very easy to see who does what because regulation is quite tough, particularly around advertising. The rise is down to the unions and their ability to educate the members more so than claims farming.”

Of the 1,000 claims management companies that the Claims Council Standard monitors, not one has put forward a deafness claim notification, Mr Wigmore confirms.

### What can the industry do?

Despite discrepancies in the debate over whether farming has contributed to the rise in deafness claims, there appears to be a real issue around the use of marketing methods to source potential claimants.

The insurance industry stresses it is committed to paying out compensation where it is owed, but needs to clamp down on farming. Ms Glasspool suggests insurers need to raise awareness of claims farming and the potential effects it has on the industry. She also proposes that the Solicitors Regulatory Authority should look at some of the allegations made, and the insurance industry as a whole needs to take a firmer line.

Farming has been an issue for some time, where aggressive marketing has resulted in high

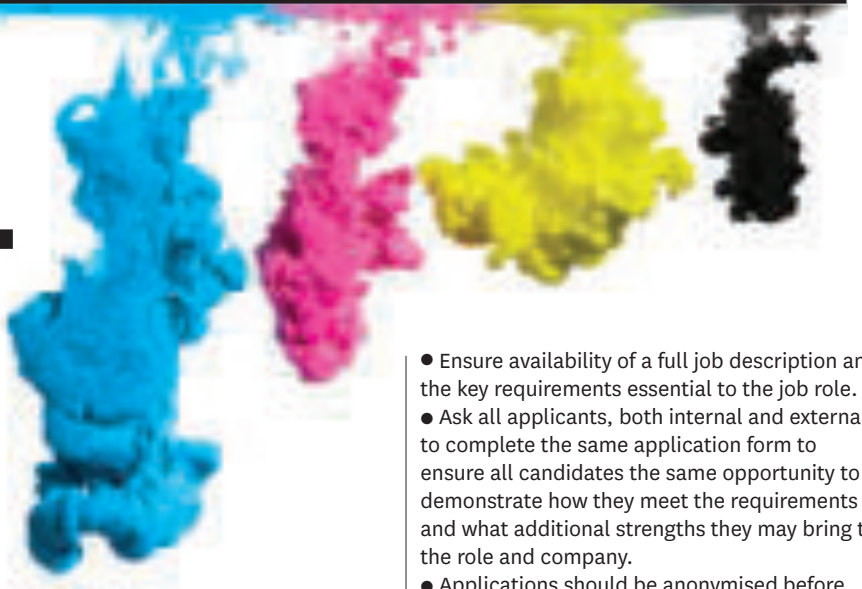
numbers of whiplash claims over the years. What is clear is that the industry has experienced an increase in deafness claims as high as 50% in the last two years, with some insurers projecting further rises. Without a serious clamp down on farming, deafness claims could soon become the new whiplash. 

## DEAFNESS CLAIMS

### Deafness claims are generally declined on three common grounds:

- 1. The medical examination:** the claimant is unable to justify that they have a hearing loss sustained as a result of their working environment.
- 2. Limitation:** an individual has three years to make a claim after being made aware of any loss in hearing or other hearing injuries as a result of their working environment. However, it is now difficult for claimants to say they were not aware of the opportunity to claim after union campaigns of the 1980s and 1990s.
- 3. Proving liability:** it is difficult to prove the employer is liable for any hearing injury sustained.

# WE ARE ALL DIFFERENT



*An increasingly diverse workforce throws up a number of challenges for employers. **Niala Butt** explains how to overcome these obstacles and benefit from a happy, vibrant staff*

In the next few years the UK's workforce is likely to become increasingly diverse. This is great news for employers, who will have a bigger talent pool to dip into but only insofar as they operate an open and transparent selection process.

Diversity is good news for the community, as well as staff morale as it helps provide a feeling of reassurance and support. This helps with staff retention, which in turn boosts the business in both profile and profit.

Equality and diversity policies may have become the norm but to what extent can implementation be demonstrated? Facts, figures, surveys and assurance can be brought to the boardroom but what does it all amount to? The more cynical amongst us might say is just a tickbox exercise.

## Improving your diversity record

Almost all public sector bodies are under a legal obligation to promote diversity but some areas of the commercial market have been a little slower to embrace diversity to its fullest extent. While most professional bodies have a code of ethics, it is reliant upon its members to practice this in the professional environment.

So what can your business do towards achieving a positive and healthy diversity attitude?

- Ensure the organisation has a clear and easily understood policy that promotes equality and diversity. Where possible, build

this into the contract of employment

- Train your staff, as lack of knowledge and understanding can be one of the biggest causes of problems in this area, with emphasis on HR, heads of department and anyone involved in the recruitment process.

- Ensure you are aware of, and meet, all legal requirements as there is nothing more time consuming and financially burdensome than a claim from a disgruntled applicant or employee.

Be aware of the protected characteristics. The *Equality Act 2010* makes it unlawful to discriminate against people with a protected characteristic:

- Race
- Disability
- Age
- Sex
- Marriage and civil partnership
- Religion or belief
- Sexual orientation
- Gender reassignment
- Pregnancy and maternity.

Discrimination can come in various forms – direct, indirect, harassment and victimisation – and there are various situations where discrimination can be justified for example among underrepresented groups.

See [www.direct.gov.uk](http://www.direct.gov.uk) for more details.

## Recruitment process

To create equal opportunity in the workplace there are certain steps that should be taken when advertising or recruiting for a new role as outlined below:

- Promote yourself as an equal opportunities employer.

- Ensure availability of a full job description and the key requirements essential to the job role.
- Ask all applicants, both internal and external, to complete the same application form to ensure all candidates the same opportunity to demonstrate how they meet the requirements and what additional strengths they may bring to the role and company.


- Applications should be anonymised before being passed to the prospective interviewers for shortlisting. This means removal of all information relating to the identity of the candidate, replace it with a candidate reference number

- Use a clear and transparent method of matching the skills, experience and qualifications to the job requirements
- Ensure all interviewees are asked if they require any assistance, additional facilities or adjustments to access, attend or during the interview process at the chosen location.

- Have a consistent and agreed approach to and during the interview, ensuring there are at least two interviewers for fairness and to avoid allegations of favouritism and/or bias. Do your best to ensure consistency of interviewers, questions and model answers.

- Where possible, provide feedback to both successful and unsuccessful candidates and record and retain the reasons in accordance with the *Data Protection Act*.

If you feel in any way unsure about any necessary adjustments, do not be afraid to ask the candidate. The candidate will be best placed to advise you about his or her needs, limitations and requirements and there are also specialist organisations that can provide risk assessments and advice.

If we wish to create a diverse culture and workforce there is an element of personal responsibility on us all so that the resultant environment would be an innovative, dynamic and fruitful one where we all feel treated as equals. 

**Niala Butt** ACII, Chartered Insurer, medical malpractice claims manager and member of CII Diversity Group

**T**he Supreme Court's judgment in *Fairclough Homes v Summers* (27 June 2012) – a case concerning a seven-year battle over an exaggerated insurance claim – will in general disappoint insurers, as Mr Summers was allowed to keep damages of £88,716.76 awarded to him in respect of the genuine element of his claim.

### No jurisdiction

Mr Summers had been injured at work and his employer, Fairclough, had been found liable in negligence. At the trial to determine damages, the judge held that he had deliberately and fraudulently overstated his claim – as proved by surveillance undertaken by the employer's insurers (Zurich) – but declined to strike out the whole claim. The judge was bound by two Court of Appeal decisions – *Shah v UL-Haq* (2009) and *Widlake v BBA* (2009) – that there is no jurisdiction to deprive a person of damages to which he was otherwise entitled on the ground that he had been guilty of an abuse of process.

The Supreme Court ruled that the courts do have jurisdiction to strike out a claim in its entirety as an abuse of process (including after trial) where there has been fraud, but may only do so in 'very exceptional circumstances'. To date the balance has been struck by assessing liability and quantum and, provided that those assessments could be carried out fairly, to give judgment. The power to strike out should be exercised as a last resort and Mr Summers' conduct did not justify striking out the whole of his claim.

Lord Clarke, giving the court's decision, held that it was an abuse of process to deliberately make a false claim and adduce false evidence. However, the party's abuse of process must be such that he has forfeited the right to have his claim determined. This was largely a theoretical possibility because, at the end of a trial, it would rarely be appropriate for a judge to strike out a case rather than dismiss it in a judgment on the merits in the usual way.

Lord Clarke continued that Article 6 of the European Convention on Human Rights (enshrining the right to a fair and public hearing) requires that any limitation on a party's right of access to a court is in pursuit of a legitimate aim and done by a proportionate means – for example, strike out of an entire claim might be proportionate where there had been a massive attempt to deceive the court but the award of damages would be very small.

### Fraudulent claims epidemic

The Supreme Court's decision was not,

therefore, as far-reaching as the industry had hoped in assisting the fight against insurance fraud. However, insurers can take comfort from the fact that the Supreme Court accepted that the courts should take all reasonable steps to deter the 'epidemic' of fraudulent claims.


The Court pointed out that a party who dishonestly invents or exaggerates a claim will find it difficult to persuade a judge to accept any of his evidence on liability or quantum and may obtain lower damages than the true value of his claim – as happened in Mr Summers' case.

The court also noted that appropriate mechanisms already exist to deal with, and to deter, fraudulent claims. For example, the use of Calderbank offers by insurers, costs penalties, contempt of court proceedings and even criminal prosecutions for perverting the course of justice or obtaining property or a pecuniary advantage by deception.

However, insurers may feel this is somewhat cold comfort given that the trial judge refused permission for contempt proceedings against Mr Summers (although there was the option of taking the case to the attorney general who can also give permission) and the Crown

## WHY THIS MATTERS

- The *Fairclough vs Summers* case gives some clarification to exaggerated insurance claim cases.
- The courts have ruled that they have jurisdiction to 'strike out' fraudulent claims – but only in 'very exceptional circumstances'.
- This decision did not go as far as the industry was urging in the fight against insurance fraud because in this case the application to strike out the whole claim failed.
- As such we still do not have clear guidance as to what would constitute a serious attempt to deceive.

Prosecution Service concluded that it was not in the public interest to prosecute him. 

*Marisa Orr is an associate and Nick Atkins is a partner at Hogan Lovells*

# A step in the right direction

A recent Supreme Court ruling has provided clarification on exaggerated insurance claims but, as **Marisa Orr** and **Nick Atkins** explain, stopped short of entirely dismissing the case



# ESTABLISHING STRONG THAIS

The burgeoning insurance industry in Thailand is targeting increased professionalism through a partnership between a local training provider and the CII says **John Davidson**

## Is there a local institute in Thailand?

In Thailand, the CII has an agreement with TR Training & Consulting (TRT&C) as currently there is no local CII institute. TRT&C is a subsidiary of Thai Reinsurance PCL and specialises in providing insurance training to the non-life insurance sector in Thailand.

## Tell us about any new initiatives you have for 2012

This year, TRT&C introduced a training campus called Foundation Insurance Training for newcomers to the insurance sector and existing insurance staff who were seeking a solid background in technical insurance knowledge. Following its introduction in late 2011, there are almost 150 students from both in-house and public training. From this group, students are encouraged to take up further studies in the CII qualifications framework.

For 2013 and beyond, a new campus

will be introduced, called the Insurance Underwriting Campus. Its objective is to produce underwriters with not only technical knowledge but also business, marketing and management skills. This training programme combines the contents of a marketing and strategic management course with insurance underwriting skills to ensure that underwriters can understand customer needs and provide them with appropriate insurance products while operating their business effectively and profitably.

## How do you promote training and development for members?

Although TRT&C is not a local institute, its role in broadening the knowledge base of the insurance sector through teaching, tutoring, training and engendering professionalism in the insurance industry is very important. TRT&C teaches not only the technical areas but also promotes the CII code of ethics in all that it does.

There is a high belief in the importance of professionalism in the insurance business. The promotion of CII qualifications throughout its network of connections from insurance companies, brokers and agents, loss adjusters and the insurance regulatory authorities is one of the ways that word is spread. TRT&C run courses that specialise in the award in general insurance and in the underwriting and claims modules. Great pride is taken in the fact that the pass rate for the last series of exams was 100%. Overall in the past four years the pass rate has been above 80%.

## Is professionalism high on the agenda in Thailand?

Professionalism, including adherence to the ethics of our business, is the key to genuinely sustainable development of insurance in Thailand. As a nation of more than 60 million people, the demand for insurance products continues to increase at a significant rate each year. Professionalism at all levels in the sector is therefore essential. Although there are very few ACII or FCII qualified people in Thailand today, it is TRT&C's intention to change this and the objective is 50 ACII qualified persons in Thailand by 2017.

## How supportive has the CII been?

Support from the CII has been enthusiastic and much appreciated and we are currently working on the provision of revision courses for 2013 and beyond so candidates studying for the diploma subjects can receive support ahead of their examinations. This will be new for Thai students and should be well received.

TRT&C is committed to a long and fruitful relationship with the CII and in the longer term, as more qualified professionals join the ranks of the insurance community, it is hoped a local CII institute will be created – enhancing the reputation of the sector at large and that of the CII overseas. ☺

*John Davidson is a consultant at TR Training & Consulting*

EMAIL ///

► If you would like to be the next institute to take part in our regular institute profile, please contact the editor Michelle Worvell at [michelle.worvell@cii.co.uk](mailto:michelle.worvell@cii.co.uk)

“TRT&C teaches not only the technical areas but also promotes the CII code of ethics in all that it does.”

IMAGE: REX





**T**he European workforce is ageing, throwing up a whole series of issues for employers generally, including the insurance industry, according to attendees at a recent event in Brussels.

Organised by insurance association Insurance Europe, the event was part of a project promoting work/life balance in the insurance sectors; qualifications; lifelong learning; and health & safety at work.

The project has been funded by the European Commission and carried out in co-operation with the other employer and employee organisations that make up the EU Insurance Sectoral Social Dialogue Committee (ISSDC).

Alongside the event, ISSDC published a booklet showcasing a selection of initiatives that European insurance companies have introduced to attract and retain talent. The initiatives were chosen for their innovation, originality and effectiveness in increasing the attractiveness of the insurance sector and the employability of individuals already working in it.

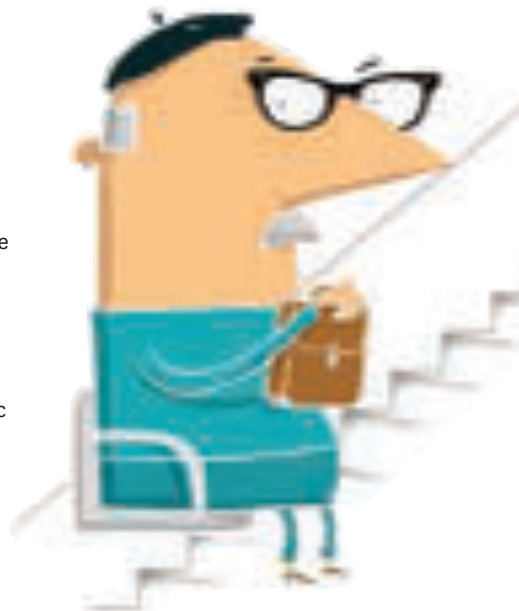
### Meeting the challenge

“With its ageing and declining population, Europe faces an unprecedented demographic challenge. This affects insurers not only as product providers but also as employers,” said Sebastian Hopfner, chairman of the ISSDC and chairman of Insurance Europe’s social affairs and education committee. “We hope the examples in the booklet will inspire other companies and social partners to find

successful ways to address demographic change. We have no doubt that more good practices will emerge as a result.”

Initiatives highlighted in the booklet range from an e-learning scheme popular with the over-50s by the Slovak Insurance Association, to a project by Allianz to detect, reduce and avoid work-related stress.

William Vidonja, head of Insurance Europe’s single market and social affairs department, added: “Insurers, either on their own initiative or together with the other social partners, have set up an impressive number of innovative and effective tools to address



demographic changes, demonstrating that insurance is a dynamic and attractive sector in which to work.”

The booklet also highlights the fact that, with its ageing and declining population, the European Union is facing unprecedented challenges as baby boomers are starting to retire from the labour market and will do so increasingly within the next decade.

It adds: “Simultaneously, as a result of low birth rates, the younger generation entering the labour market is dramatically shrinking and will not compensate for the growing portion of the workforce in retirement.”

The insurance sector is far from immune. The average age of employees in the sector is increasing, with many workers approaching retirement age. Insurers have recognised that dealing with the consequences of an ageing workforce will be challenging. The report said: “Firstly, we need to allow experienced and motivated older staff to continue with their careers beyond the traditional retirement age if they wish to do so. Secondly, we need to attract the new talent into the sector necessary for a sustainable, skilled and diverse workforce.”


### Work/life balance

Beyond these issues, the European insurance sector social partners recognise the importance of ensuring a good work/life balance. To maximise the sector’s attractiveness, employers should be able to offer a wide range of work-pattern options consistent with the need to operate efficiently and effectively.

The social partners also recognise that work/life balance issues are particularly crucial for women. They can often feel they have to adjust their career ambitions to take account of family needs such as caring for children or elderly relatives.

But the need for balance exists for those in later years too. Policies that encourage older staff members to remain in the company by offering alternative and less demanding work arrangements are effective tools that are tried and tested in some insurance and intermediary companies.

The conference and booklet are the first phase of a programme to boost awareness among all employers, not just in the insurance industry.

Insurers, however, can help spread the word, according to Insurance Europe, which believes that many of the best practices already adopted can be applied elsewhere successfully. 

# TACKLING THE AGEING WORKFORCE

*With its ageing and declining population, Europe faces an unprecedented demographic challenge reports Liz Booth*

ILLUSTRATION CAMERON LAW

## STUDY ZONE

# DIGGING DEEP

*The glamour of CSI with its glitzy settings and movie star looks may be a step or two removed from the real life work of crime scene investigators but the programme has opened many eyes to a whole new world. Forensic science can be just as important in the insurance world, as **Liz Booth** reports*

IMAGES: GETTY

**F**inding out exactly what happened after an accident can be crucial in determining insurance payouts, so it is no wonder that insurers are increasingly relying on forensic science to solve the mystery.

Whether it is a fire in a small warehouse or a private home, a rail crash or a motorway pile-up, knowing exactly what happened is often the key to unlocking the question of where the blame should fall – and the answers are not always the obvious ones.

Andrew Moncrieff, a director at the growing forensic science firm of Hawkins, explains: “We help insurers understand where the liability lies on the basis of the physical evidence.” Surprisingly, he reveals the work is not the same as that of the police, whose priority will be to gather witness statements and physical evidence relating to criminal acts. Dr Moncrieff’s team does the same type of work but is more often concerned with civil liability.

“If there has been a fire it is helpful to attend fairly quickly,” he says, “but after a road accident we rarely attend and instead can use the detailed evidence from the police because they will always map the scene very carefully.”

Increasingly, however, the call goes up at an early stage from insurers, asking for analysis of the physical evidence available. “Insurers want to know whether policies should react

to an event, whether it is an insured peril or even whether it has been done by the insured themselves. A lot of the time they are looking for a subrogated claim and for the person ultimately liable.”

Insurers will not always say exactly why they want an event investigated and that does not matter much for Dr Moncrieff, who explains the process for checking the physical evidence is much the same regardless of why it is needed.

“There is often an automatic reaction from insurers who will call us the moment they realise a claim is likely to go over a certain level. Instructions then tend to be non-specific but we will also get the occasions where they only want us to look at one particular aspect of an event and then the instructions will be very detailed and targeted – for example after a fire we might be asked whether it could be linked to the electrical contractor who was working on site hours before the incident.”

The need for thorough investigation is growing for a number of reasons, including regulation. Dr Moncrieff explains: “We do fit into the regulatory process. Insurers are required to show they have investigated a claim properly so they know that they are paying out on a valid claim.”

Not all the work comes from the insurers – brokers may well instruct the team on behalf of the insured and loss adjusters too will call for



forensic support. The only restriction for the team is not to work for more than one party on the same case, otherwise, as Dr Moncrieff stresses, the analysis of the physical evidence is the same and is conducted in a completely independent fashion.

## The cases

The team is sent worldwide – recent cases have been investigated in Kazakstan as well as in Russia and even Basra in Iraq. And not all the cases involve an accident.

One investigator is currently in Singapore investigating the spread of mould in a luxury hotel. Dr Moncrieff says he is looking into the source of water that is fuelling the spread of the mould before the insurance claim can

“Forensic science is improving too so that even subtle frauds can be picked up.”



Potter's Bar rail crash of 2002

be settled – again the team is looking at the physical evidence to determine what is going on.

The one part of the world that the team rarely visits is the US which tends to have a 'closed shop' in terms of its own forensic scientists.

It also gets called in on murder investigations – sometimes the scientists will be asked "could that spanner have broken in that way", for example.

Another major case for the team was the bombing of the Marriott hotel in Islamabad. The terrorist attack needed to be fully investigated to answer questions for a number of insurers before claims could be paid out.

Back in this country the team has been involved in a number of major events from the Cutty Sark fire to Buncefield, the NatWest tower and even the Royal Marsden hospital.

One of the largest and longest running cases was the Potter's Bar rail crash of 2002 in which seven people died. Immediately afterwards, the crash was blamed on a set of faulty points and very quickly the finger was being pointed at Jarvis, the engineering firm which had the job of checking the points for Network Rail (then Railtrack).

Hawkins was called in on behalf of Jarvis to investigate. "We were involved right from the start. Everyone was looking to blame Jarvis," says Dr Moncrieff, "Because it was just



Andrew Moncrieff is a director at forensic science firm of Hawkins

after privatisation the unions were saying it was a "dash for cash", that safety had been overlooked and standards had slipped".

"Jarvis were pilloried but it turned out the problem was much deeper seated than a failure to maintain the points. They had checked the points but the problem revolved around design rather than maintenance. During the case Jarvis were accused of falsifying their records and concealing evidence. They went into administration during the case but Hawkins continued to work at its own expense because we believed there could be a wider safety issue."

Dr Moncrieff explains: "Sometimes we see a moral obligation to continue to investigate and this was one of those times. Our engineer was able to prove that it was a faulty design and even though our client was in administration, the coroner allowed him to present the evidence. It mattered that we looked beyond the obvious. Everyone said it was impossible for those nuts to come undone but we showed that it could happen relatively easily."

### The future


Using forensic science more should help detect fraud but Dr Moncrieff says it is not always that easy. "In the past in a recession we have seen more fires set by policyholders in a bid to get the insurance payout but whether it is the low interest rates allowing firms to tick over, we have yet to see a dramatic rise in fraudulent fires this time round".

"It is also possible," warns Dr Moncrieff "that people are better at setting fires or creating events. Possibly we are seeing a different level of sophistication which makes it undetectable. More information is available on the internet and people watch CSI – they know what can and can't be detected."

The upside is that forensic science is improving too so that even subtle frauds can be picked up. Forensic science also helps show trends in claims and can help to prove the case for health and safety improvements.

"Take sprinklers, for example," says Dr Moncrieff. "If insurers all stipulated that everyone had to install sprinklers you would get a fraction of the fires. The trouble is that if only one insurer made that stipulation, everyone would simply go to a less demanding insurer, it needs to be done across the board or it doesn't work."

Dr Moncrieff would like to see even closer ties between the claims and underwriting teams so that potential claims could be eradicated at the point of policy inception.

"It seems to us that more lessons could be picked up if there is a closer link between the two teams. There is an economic perspective too if claims could be reduced in this way. As forensic scientists we can see there is a lot that still could be done to manage risks better." 

STUDY ZONE

# CONGRATULATIONS TO THE FOLLOWING RECENTLY ELECTED CII MEMBERS

24 MAY 2012 TO 18 JULY 2012

**FCII**

- B** Tibor Boettcher
- C** Claire Campbell
- D** Sven Di Nardo
- E** Elizabeth Forrester-Mulryan
- F** StJohn Gardner
- G** Tracy Hunt
- H** Melanie Jordan
- J** George Karapateas
- K** Kai-Olaf Knocks
- L** Martin Lilley
- M** Peter Mulvany
- P** James Pople
- S** Anjee Sharma
- T** Brian Terry
- Y** Lesley Townsend
- Y** Ye Ma

**ACII**

- A** Dantani Abdel-Karim
- Nasr Abdul Rahman
- Faiz Abdullah
- Joseph Aboagye
- Binu Abraham
- Daniel Addo
- Chris Adjei-Mensah
- Sandra Adu-Takyi
- Tetteh Akpey
- Shamsa Al Ameri
- Wafa Al Ameri
- Abdullah Al Hareth
- Said Al Hassani
- Maleka Al Neami
- Essam Al-Ansari
- Lauren Alhaib
- Richard Allan
- Jack Allum
- Tariq Al-Salihi
- Yosef Alshabrami
- Mridul Anahat
- Nicky Anderson-Lowe
- Anthony Antoniou
- Kwame Antwi
- Emmanuel Appiah
- Alexander Apps
- Esther Armah
- Koduah Asabere
- Karen Atkinson
- Albert Atta-Duncan
- Bader Attari
- Philip Aylott
- B** Olivia Baker
- Bipinlal Balakrishnan
- Roderick Barnett
- Helene Bastien
- Abdul Bawa
- Charity Baxter
- Matthew Beaven
- Stephanie Belcourt
- Timothy Bennison
- Christopher Bentley
- Emmanuel Blankson
- Fred Boakye
- Victoria Bone
- Frederick Bonsu
- Alexandra Borg
- Kevin Bradford
- Tara Braham
- Peter Bransden
- Colin Bruchez
- Karen Bysouth
- C** Robert Cartwright
- Stephanie Cassar
- Emily Challands
- Michael Chambers
- Johnny Chan
- Jeremiah Chatindo
- Stella Codjoe
- Alexander Cohen
- Lynda Cooper
- Juliet Cordwell
- Alistair Cottle
- Steven Crabtree
- Graeme Crooks
- Emma Croucher
- Julia Cumming
- D** Kim Dalton
- Jean D'Argent
- Mathieu Denarnaud
- David Dewhurst
- Stephanie Doggart
- Samanti Drury
- James Duffey
- Charlton Dzwauro
- E** Emmanuel Egoh
- Ahmed El Jabi
- Hannah Essilfie
- F** Caroline Fairclough
- Khalid Farooq
- Matthew Loftus
- Helen Longland
- Joyce Fleming
- Yu Fu
- G** Andrew Gait
- Julie Gallagher
- Varian Garro
- Andrea Garroni
- Alexa George
- Winsome Gibbs
- Blaithin Glynn
- Goh Shiau Chien
- Renic Goldsmith
- Natalie Goodson
- Christopher Gower
- Kevin Graham
- Simone Grant-Clarke
- Jonathon Gray
- James Gray
- Adam Guernari
- Kweku Gyimah
- Jenny Hague
- H** Christopher Haines
- Vera Hatzel-Cobbina
- Yousuf Hamid
- Paul Handford
- Joanne Haynes
- Joanne Hayward
- Russell Heera
- Kamel Hilal
- Adrian Hiley
- Camilla Hodgson
- Thomas Hopwood
- Keith Howard
- Charles Hudson
- Lorraine Hunt
- Guner Husseyin
- Thomas Hyslop
- I** Mark Ilingworth
- Hesus Inoma
- Penelope Iversen
- J** Jyothish Jacob
- Jeril Jacob
- Ruchi Jain
- Kier James
- Rebecca James
- Graham Jenks
- Dorota Jilli
- Annie Johnston
- Matthew Johnston
- Rebecca Jones
- Olive Joyce
- Daryl Jury
- K** Eunice Kamau
- Kesavan Kannan

- V** Karthik
- Kuldeep Kaushik
- Harriet Payne
- Russell Kennedy
- Saif Khan
- George Kirby
- Benjamin Kirk
- John Kirkpatrick
- Vivek Kolhatkar
- Palitha Konara
- Daniel Koo
- David Kudoyi
- Isaac Kwakwa-Sarpong
- Bernice Kwetey
- L** Ka Lam
- Sundararajan Latha
- Jamie Lewis
- Nicola Lewis
- Ayman Lidawi
- Ping Lim
- Lin Hang
- Kelly Lines
- Nigel Lloyd
- Karen Lloyd
- Matthew Loftus
- Helen Longland
- Lee Lowry
- Yuan Lu
- John Lyons
- Graeme Mace
- Emma Maggs
- Sujoy Maitra
- Damira Mambetova
- Peter Mapstone
- Joel Markham
- Adam Marshall
- Angela Marshall
- Colin Martin
- Ciaran McCabe
- Gerard McCaffrey
- Sue McCall
- Christopher McCann
- Joseph McCarthy
- Martin McGarvey
- Irene Mellicelli
- Ian Miller
- Philip Mitchell
- Lucinda Mocke
- David Moffatt
- Anwar Mohamedismail
- Novelet Moore
- Daniel Morehen
- Anne Morier
- Emily Morris
- Ahmed Morsi
- David Moss
- Wendy-Ann Moule
- Stanley Muntaga
- Carolyne Muriuki
- Krishnaveny Murugiah
- Timothy Mutua
- Innocent Muverengwi
- N** Matthew Nagle
- Maneesh Nair
- Sanjay Nair
- Deepa Nathvani
- Michael Nicholson
- Sun Noh
- Margaret Noonan
- Jennifer O'Callaghan
- Phoebe Ohene Boakye
- Ann-Shirley Okai
- Rodrigo Olortegui
- Matthew Olaniran
- Griffin Onyim
- Addai Oppong
- Sarah Owen
- P** Lip Pang
- Anisha Parmar

- Jennifer Partridge
- Robin Patterson
- Harriet Payne
- Christine Pearce-Cadogan
- Marjorie Phiri
- James Pillingier
- Yvette Pinder
- Dominic Pinto
- Helene Polycarpou
- Alan Powell
- Tradhi Prasetyo
- Ruthlyn Preston
- Robert Pynor
- Mark Quigley
- Visalatchi Radhakrishnan
- Mudashiru Raji
- Ramaswamy Shrinivasan
- Charlotte Ransom
- Pardha Ratakonda
- Khalid Rawashdeh
- Craig Rayton
- Sarah Rickards
- Joseph Rigney
- Stephen Roberts
- Sally Rose
- Paul Russell
- Eleonora Russo
- S** Fatimat Salako
- Jane Sandall
- Saiful Sanusi
- S. Saravanamuthu
- Victoria Sarjeant
- Tania Saulat
- Chahatahi Sayed
- Richard Schofield
- Adele Scholey
- Mark Sciriha
- Gaurav Sharma
- Madhuri Sharma
- Siddharth Singh
- Camellia Smickle
- Karen Smith
- Steven Smith
- Robert Steel
- Ellen Stephenson
- Victoria Stopford-Claremont
- Steven Stowers
- Aniska Stubbs
- Rabab Subhi Abd Alfttah
- Rebecca Sullivan
- Mark Sunsiom
- Jenny Sylvester
- Dedy Syofnar
- T** Laurence Talbot
- Grace Tan
- Scott Taylor
- Assynia Taylor-Cupid
- Tham Kok Hao
- Owen Thomas
- Rebecca Thompson
- William Thompson
- Alastair Thornton
- Elizabeth Tong
- Samuel Tsahey
- Robert Tuer
- Michael Turney
- James Udhinapparamban
- U** Laurence Upton
- Sara Valentine
- V** CG Venkateswar
- James Villiers
- Alexandra Vincenti
- Jack Waltham
- Jonathan Ward
- Stuart Warren
- Han Wee
- Glenn Welby
- Nicola Wells
- Angela White

- Jagath Wickrema
- Lewis Wicks
- Edmund Wiley
- Peter Williamson
- Julie Wong
- Wong Chee Seng
- Michael Wood
- Anna Woolley
- Naga Yalavali
- Yue Yao
- Dominic Yao

**Dip CII**

- A** Feras Abuamer
- Ahmad Abu-Shaaban
- Paul Adderson
- Nana Addo
- A Adikari
- Mabel Adjei-Mensah
- Kwaku Aduyey
- Beverly Ager
- Versha Aggarwal
- Jochem Albada Jelgersma
- Jennie Alcorn
- Lisa Allan
- Melanie Allen
- Andrew Allison
- Adam Alvarez
- Ernestina Amankrah
- Ankit Anand
- Philip Andrews
- Adwoa Anokye-Mensah
- Mohammad Ansari
- Melanie Anstey
- Schneider Antwi-Saka
- Adnan Anwar-Hashmi
- David Arme
- Blair Arnot
- Preetta Arora
- Claire Arthur
- Stavroula Asprogiannidou
- Pippa Assad
- Peter Asserati
- Jon Atkinson
- Claire Atley
- Tetteh Ayitevie
- Alexia Azzopardi
- Patrick Azzopardi
- Sven Bachofen
- B** Ajay Badiani
- Maud Badot
- Edward Bailey
- James Bailey
- Peter Baker
- Paul Baldi
- Danielle Ballard
- Sarah Banting
- Julia Barber
- Graeme Bardwell
- Grant Barham
- Jonathan Barnes
- Brian Barr
- Zoe Barrington-Hibbert
- Kelly Barton
- Anna Bates
- Karen Bates
- Alan Batt
- Elizabeth Bayliss
- Paul Beck
- Jamie Beckett
- Jonathan Beer
- Sarah Belchamber
- Donelle Belgrave-Young
- Samuel Bell
- Patrick Bell
- Mark Bellamy
- David Bennett
- Eve Bennett
- Christopher Berry
- Sarah Best
- Jonathan Bews
- Guy Bickerstaff
- David Binder
- David Binns
- Satsh Birajdar
- Imogen Bland
- Andrew Bloxsome
- Richard Blythe
- Stephen Boaler
- Luke Bodkin
- Matthew Booton
- Lara Borg
- James Borley
- David Bowers
- Gareth Bowers
- Ian Bowes
- Penelope Bowhay

- Elaine Bowyer
- John Boyd
- Mark Bradley
- Thomas Breaker
- Susan Brewster
- James Brew-Wartemberg
- Jessica Bridle
- Neil Briggs
- David Briggs
- Kelly Bristow
- Timothy Brown
- Wendy Brown
- Andrew Brown
- Kevin Bruce
- Monica Bruce
- Hugo Buckmaster
- Hugo Buddin
- Paulina Bukaty
- Edward Burr
- Russell Burrows
- Richard Burton
- Terence Bushnell
- Stephanie Butterick
- John Caird
- Kieran Cameron
- Joshua Cantwell
- Julian Caple
- Katie Capp
- Vincent Carey
- Nicholas Carmichael
- Sean Carney
- Christopher Carter
- Mark Carter
- Graham Cartwright
- Jamie Case
- Paul Cass
- Alex Cast
- Adriana Catania
- Sandip Chakraborty
- Jakub Chalupczak
- Lynne Chambers
- Hon Chan
- Richard Chant
- Rachel Chapman
- Joanne Chapman
- Susan Chappell
- Michael Chase
- Minakshee Chauhan
- Deepa Chhagan
- Christos Chiotis
- Matthew Church
- Andrew Clark
- Stephanie Clark
- Adam Cleere
- John Clinton
- Sarah Clough
- Michael Clowes
- Susan Cocker
- Teresa Cockledge
- Antony Coy
- John Coffey
- Arlene Colley
- Thomas Collins
- Richard Collis
- Duncan Colyer
- Andrew Connell
- David Cook
- Peter Cook
- Andrew Cooksey
- Karl Cooper
- Alexandra Cooper
- Stuart Cooper
- Andrew Cooper
- Michael Cossins
- Anne Courtois
- Deborah Cowan
- John Cowell
- Jonathan Cox
- Terry Cozens
- Charlotte Crossfield
- Una Culham
- David Cullen
- Mardi Cunningham
- Justine Cunniff
- D** Mark Dadds
- Rama Dahal
- Giancarlo D'Alessandro
- Ben Dane
- Jonathan Darwin
- Aranya Das
- Lewis Davies
- Derek Davies
- Sheila Davis
- Ross Davis
- Edward Day
- John Day
- Dyand De Rosaryo
- Lucy Deakin
- Norrender Debrah Wordie Norrender

Timothy Deeming  
Sophie DeLima  
Andrew Denton  
Edward Denyer  
Chintak Desai  
Michael Dickinson  
John Dineen  
Andrew Dines  
Stuart D'Ivry  
James Dixon  
Long Do  
Gillian Doggett  
Natasha Doolan  
Herchaten Dosanjh  
Kevin Drain  
Dale Drew  
Graeme Duff  
David Duncan  
Andrew Dunn  
Matthew Durcan  
Matthew Dutton  
Stephen Dwyer  
Jason Dykes  
**E** Mark Eastlake  
Katie Ellis  
Richard Elwell  
Andrew Evans  
Emyr Evans  
John Evans  
David Evans  
Richard Everall  
Joanne Ewan  
**F** Juan Farrow  
Richard Fawcett  
Philip Feast  
Andrew Feather  
Lisa Feather  
Kieron Field  
Michael Ford  
David Forsyth  
Paul Fowler  
David Fox  
Kwok Fung  
**G** Nicholas Gage  
Richard Galgey  
Roisin Gallagher  
Linda Gamble-Beresford  
Keith Gardner  
Leila Garner  
Daniel Garrett  
Hannah Garrett  
Anthony Garrod  
Julien Gautier  
Laura Gaweda  
Asher Gershuny  
Wesam Ghanem  
Jacqueline Gibson  
Tom Giddings  
David Gill  
David Gill  
Baljinder Gill  
Simon Glanville  
Paul Golding  
Russell Goldsmith  
Steven Goodger  
Nigel Goodhand  
Richard Goodier  
Geoffrey Goodwin  
Steven Gould  
Jacqueline Graham  
Agata Gramatyka  
Peter Grant  
Emma Green  
Laurence Greenhalgh  
Alex Greenway  
Peter Greenway  
Michael Greenway  
Clare Greeson  
Gareth Griffiths  
Samira Grima  
Shashika Gunawardena  
Lorraine Gunn  
Gurusasad Rao Mudradi  
Juliet Hamilton  
Lorraine Hamilton  
Charlotte Hanbury-Williams  
Edward Hance  
Denise Handyman  
Caroline Hanson  
Shakthi Hari  
Brimley Harrington  
Steven Harris  
Keith Harrison  
Simon Harrison  
Alexandra Harwood  
Ian Haslam  
Alastair Hatfield  
John Hayes  
David Hayward

Jacqueline Heathcote  
Robert Heelas  
Hugh Hegarty  
Rishiraj Hemraj  
Ian Henderson  
Mark Henderson  
Hilary Henly  
Jack Hennebery  
Scott Henry  
Gemma Herbert  
Matthew Hicks  
Alan Hill  
Nicola Hilling  
Robert Hillock  
Alex Hindson  
Anne Hinge  
Daniel Hird  
Kwok Ho  
Alexander Holcroft  
Victoria Hoggood  
Graham Hopkin  
Louise Hopkins  
Robert Hough  
Kenneth Howley  
Paul Howorth  
Richard Hubbard  
Roberta Huby  
Claire Hughes  
Deborah Hughes-Beddoes  
Richard Hulme  
Janine Hutchison  
Dina Ibrahim  
**I** Karen Ingoe  
Lesley Irvine  
Robert Isherwood  
Shohidul Islam  
Simon Ivory  
**J** Steven Jackson  
Iain Jackson  
Junaid Jawdat  
Daniel James  
Wayne James  
Gary Jasper  
Ammar Jassim  
Laura Jeffery  
Craig Jeffrey  
Russell Jennings  
Mohsin Jillani  
Mark Johnson  
David Johnson  
Philip Jones  
Philip Jones  
Rhiannon Jones  
Mark Jones-Williams  
**K** Reshma Joseph  
Irjuthim Kalim  
Khan Sze Man  
Hemlata Karooa  
Kashif Masood  
Abhishek Kashyap  
Alexander Kasparian  
Stefan Kassin  
Bernard Katambala  
Lewis Kateley  
Patricia Kauki  
Rakesh Kedia  
Laura Keeble  
Eileen Kendrick  
Maeve Kennedy  
Nicholas Kerry  
Mark Kersey  
Abdullah Khan  
Hanif Khan  
Ambrose Kibuuka  
Peta Kilian  
Ian King  
Benjamin King  
Alexander Kirby  
Joanne Kirkland  
Luther Kisanga  
Graham Knopp  
Colin Knowles  
**N** Nandkumar Korgaonkar  
Glenn Krikor  
Hazeena Krishnan  
Yogesh Kumar  
Surinder Kundan  
Kalpesh Lakhani  
Parminder Lall  
Joseph Laryea  
Shehzad Latif  
Gavin Lawrence  
Andrew Lawrence  
Andrew Lee  
Lai Lee  
David Lee  
Rebecca Leek  
Russell Lightfoot  
Doris Lim Yuk Fung

Martin Litwin-Roberts  
Sarah Livesey  
Aine Llewellyn  
Lindsey Logan  
Julie Lomas  
Hannah Longstaff  
Jonathan Lovell  
Gary Lowe  
Gordon Lowrie  
Tony Lutak  
Andrew Lynch  
Christopher Lynch  
Conor Lyons  
**M** Nicholas Macfarlane  
Roberta MacKenzie  
Andrew Maclean  
Lukas Macoun  
Shelton Madiyiko  
Qasim Mahmood  
Janet Mahon  
Jennie Mann  
Peter Mann  
Lisa Mannion  
David Mansell  
Olivia Marmara  
Lorna Marrett  
Andrew Marshall  
Leah Marshall  
Samuel Martin  
Nicholas Martin  
Andrew Maslen  
Luke Mason  
Scott Mason  
Alexander Mason  
Innocent Matsikidze  
Natalie Mauer  
Grace Maxted  
Sarah McDonald  
Darren McDonnell  
Ian McDonnell  
Christopher McGrath  
Rebecca McGrath  
Steven McGuckin  
Claire McKenna  
Alison McKenna Dowding  
Brian McLaren  
Magnus McLeod  
John McMahon  
Karin McMurray  
Patricia McVean  
Hayley Meaden  
Mark Medwyn  
Jennifer Mee  
Ankit Mehta  
Glenn Mercieca  
Lisa Meredith  
Michael Metta  
Victoria Middleton  
Tracy Middleton  
Ilian Milenov  
Peter Millican  
Eleanor Milligan  
Muhammad Mirza  
Rami Mohammed  
David Moir  
Glen Monteiro  
Andrew Moon  
Patrick Moore  
Mark Morgan  
Ruth Morgan  
Michaela Morris  
Oscar Moseley  
Lara Muir  
Kate Muir-Jones  
Laura Mulford  
Deborah Munday  
Steven Murdoch  
Kudakwashe Murimi  
Kim Murphy  
Peter Mwakugu  
Florence Nabakiibi  
Vishal Nair  
Venkata Nalam  
Pardeep Narwal  
Richard Newton  
Doan Nguyen  
William Nichol  
Anthony Nichol  
Daniel Nicholl  
Richard Nichols  
Donna Nichols  
Laura Nisbet  
Rosina Nkansah  
Paulina Nowak  
Lameck Nyasetia  
Francis Nzwilli  
Fionan O'Brien  
Gary O'Brien  
Gloria Ofori-Okantah

Samuel Olufemi  
Tim Omoruyi  
Aisling O'Neill  
Ifey Onochie  
Samuel O'Shea  
Christopher O'Toole  
Katherine Oughton  
Garry Owens  
Kevin Pacey  
Jenette Page  
Caroline Palmer  
Roshna Panchani  
Victoria Pape  
Athar Paracha  
Runa Parbin  
Kerry Parnell  
Louise Parsons  
Safia Parveen  
Rimal Patel  
Scott Paterson  
Sai Patil  
Jason Patton  
Vikram Patwa  
Clare Payne  
Adrian Pepper  
Christopher Perks  
Thomas Peter  
Henry Phillips  
Simon Phillips  
Aston Picardo  
Gerardo Picillo  
Sharon Pillinger  
Craig Pimblott  
Matthew Pitocco  
James Pond-Jones  
James Ponsford  
Richard Pook  
Stephen Porter  
Timothy Potter  
Ian Precious  
Margaret Presho  
Stephen Price  
Sally Price  
Andrea Price  
Terence Probert  
Greg Probert  
Miriam Proufoot  
Rachel Pugh  
**Q** Josephine Quay  
Joseph Quinn  
**R** Mahfuzar Rahman  
Helen Raine  
Hiresh Rajani  
Tafadzwa Randazha  
Christopher Redman  
Tracey Reed  
Oliver Reed  
David Reid  
Edward Remnant  
Alan Renwick  
James Reynolds  
Jonathan Rhind  
Paul Richards  
Joanne Richardson  
Alexander Richardson  
Clive Ridsdale  
Ian Rippengal  
Paul Rippingham  
Victoria Roberts  
Jason Roberts  
Evan Roberts  
Jeremy Roberts  
Peter Roberts  
Tara Robertson  
David Robinson  
Sandra Rogers  
Sarah Rogers  
Caroline Rose  
Craig Ross  
Peter Mark Rossington  
Huw Rouse  
Mark Rust  
Gurdeep Saini  
Shweta Salecha  
Thelma Sameki  
Michael Sandford  
Colin Sargent  
Amanda Saunders  
Andrew Saunders  
Melanie Savva  
Simon Scholfield  
Neil Scott  
Gareth Screech  
Lorraine Sealey  
Lee Seaton  
Michael Selby  
Saumit Sen  
Paula Seoane-Barreiro  
Kusam Sethi



Congratulations to the following CII members who became Chartered Insurers, Chartered Insurance Brokers and Chartered Insurance Practitioners during 24 May 2012 to 18 July 2012

**Broker**

**B** Martin Bell  
**C** Alistair Cottle  
**D** Kim Dalton  
**F** Caroline Fairclough  
Edward Fenton  
Andrew Gait  
Alexa George  
Natalie Goodson  
Kevin Graham  
Michael Gray  
Adrian Hiley  
Benjamin Kirk  
David Lee  
Angela Marshall  
Ciaran McCabe  
William Raspin  
Deborah Southwick  
Martin Thorne  
Andrea Trendell  
Kandaswampillai  
Vadamalaimuthu

**Insurer**

**A** Dantani Abdel-Karim  
Elsie Anim  
Koduah Asabere  
Kwame Asare-Kena  
Albert Atta-Duncan  
Christopher Bentley  
**B** Victoria Bone  
Mark Bratley  
Karen Buggie  
Rema Burrows Martin  
Stella Codjoe  
Kevin Collins  
Juliet Cordwell  
**D** Ben Davies  
Jennifer Douglas  
Theraza Driscoll-Cooper  
Hannah Essilfie  
Rachel Firth  
Andrea Garroni  
Ben Guarino  
**H** Genevieve Habada  
Vera Haizel-Cobbina  
Stephen Hector  
**I** Hesus Inoma

**J** David Johnston  
Olive Joyce  
**K** Patrick Kearns  
Marie Kelly  
Sebastian Kittel  
**L** Diana Leung Tik Yan  
Jamie Lewis  
Kelly Lines  
Frances Little  
**B** Vicki MacIver  
Sujoy Maitra  
Colin Martin  
Sue McCall  
Joseph McCarthy  
Satish Mishra  
Philip Mitchell  
Ashley Murphy  
Maneesh Nair  
Michael Nicholson  
William Onusuu  
Ian Peterson  
**R** Helene Polycarpou  
Jawad Rana  
Joseph Rigney  
Adele Scholey  
Elizabeth Semple  
Steven Smith  
**T** Scott Taylor  
Steven Tebbutt  
Matthew Thompson  
Samuel Tsahey  
Amie Vaccaro  
Antony Westlake  
Lewis Wicks  
Edmund Wiley

**Practitioner**

**A** Daniel Addo  
**C** Jeremiah Chatindo  
**D** Charlton Dzwauro  
**L** Daniel Lim  
Matthew Loftus  
Ian Miller  
**M** Avil Monteiro  
Wendy-Ann Moule  
**P** Anisha Parmar  
Marjorie Phiri  
**R** David Rowe

STUDY ZONE

<p><b>H</b> Harshaben Shah Gary Shaw Amy Shepherd Helen Sheridan Mark Sibthorpe Steven Sidhu Ana Silva Brian Simons Godfrey Sims Cassie Singer Paul Skelly Adam Slater Sarah Slinger Izabela Slika Nicola Smale Christopher Smart Andrew Smedley Neil Smith Jill Smith Roy Smith Eric Smith Damian Snell Jack Snowden Wenny Soebiyanto Gaurav Sood Robert Spain Rebecca Speller Jonathon Spence Stephen Spiers Ryan Spies Stephen Squires Paul Stanton Lorna Steedman William Steer-Matthews Naomi Stefanie Dean Stephenson Graeme Stevens Nicola Stickings Holly Stirk Angela Stokes Sharon Stowe Michael Street David Stuart Danielle Styles Adijat Sulaimon Chinama Sumbwe K Suresh Dina Susantha Maithiriratne Martin Sutherland Lesley Sutton Kerry Swann</p>	<p><b>B</b> Benjamin Waite Christopher Walkeden Gregory Walker Darren Wallis Michelle Ward Andrew Warr Marianne Warren Gordon Watson Stuart Watson Susan Watson Gary Watt Lorna Watts Andrew Wearing Chris Webber Peter Webber Lesley Wegg Stephen Welch Catherine Wells Colin Welsh Bronia Widdows Robert Wilkins Beverley Wilkinson Derek Williams Philip Williams Diane Wilson David Winn Walter Winston Andrew Winwood Keith Wood David Woodhead Rachael Worth Christopher Wotton Helen Wratten Sofia Wreford Paul Wren Jason Wride Robert Wright Chi Yau Frank Yeboah David Yee Carl Yeoman Trecate Yong Nicola Young Colin Young Karl Zilizi</p>	<p><b>D</b> David Beer Steven Benford Sally Bennett Melphina Betts Richard Binet Lisa Blackhurst Faye Blease Hannah Boardman Alex Bonds Tracy Bonnici Michelle Boyd Miranda Braithwaite Andrew Brazill Chris Brewer Sarah Bridge Chris Brinck-Johnsen Lindsay Briscoe Charlotte Brock Peter Brooks Barry Brown Andrzej Brzezinski Lauren Burgess Carolanne Burns Gail Burns Georgina Burrows Julia Burton Luca Bussani Andrew Butler Max Byrne Alex Calver Adam Calvert Stephanie Cameron Michelle Cannon Katrina Carrison Michael Cashmore Sean Cassidy Jennie Chamberlain Neil Chambers Utchawasin Charoensuk Christopher Chedzoy Veronica Chiarizia Hoi Chiu Benjamin Churney Denise Clark Graham Clark Alison Clark Michael Clark Miranda Clarke Lee Clarkson Graeme Cloughley Richard Cockerham Antonia Colburn Laura Collett Amy Cook John Cook Nicholas Cooksley Louise Cooper Keith Cornelius Bernadette Cosgrove Terri Cossey Stephanie Coston-Holland Raymond Coton Eirian Cottam Georgina Cotton Valerie Coutel Elizabeth Cowen Zoe Crawford Andrew Currie Michael Cushing Alison Cussans Hayley Cuttill Angela Danso-Brown Ronak Dashani Lauren Dawson Rory Deacon James Defroand Ryan Denslow Peter Dermott Brett Dexter Robert Dick Amie Dodd Louis Dode Abdulrahman Dodeen Nicholas Doherty Joshua Down Alexander Drakeley Neil Drane Lucy Drummond-Brady Stephen Duckett Chris Duggan Ruth Dunstan Grace Durden Lucy Eaborn</p>	<p><b>F</b> Andrew Ellis Amber England Richard English James Erne Rupert Evans Tom Everitt Paul Exton Eamon Fallon Paul Farrimond George Farrow Nicholas Faux Anusha Fernando Shelley Field Alexander Findlay Shital Finnegan Samuel Fleck Natalie Fleure Henderika Fokkema Brian Folkard Harriet Forster Sam Foster Rebecca Frau Katy Freeman Gwyneth Freemantle Ernest Frimpong William Furness-Smith Andrew Gadd Sydney Gajanayake Lawrence Gakure Charlene Geffroy Sarah Gerken Andrew Gill Louise Gillespie Stewart Godwin Chun Goh Harvey Gondwe Leanne Goodale Duncan Gordon Owen Gough Jenna Gray Emma Gray Louisa Gray Michael Greenhalgh Ross Greetham Andrew Griffin Joshua Grimmer Yu Gu Clare Gunn Daniel Gunning Christopher Gunns Qi Guo</p>	<p><b>I</b> Andrew Ellis Amber England Richard English James Erne Rupert Evans Tom Everitt Paul Exton Eamon Fallon Paul Farrimond George Farrow Nicholas Faux Anusha Fernando Shelley Field Alexander Findlay Shital Finnegan Samuel Fleck Natalie Fleure Henderika Fokkema Brian Folkard Harriet Forster Sam Foster Rebecca Frau Katy Freeman Gwyneth Freemantle Ernest Frimpong William Furness-Smith Andrew Gadd Sydney Gajanayake Lawrence Gakure Charlene Geffroy Sarah Gerken Andrew Gill Louise Gillespie Stewart Godwin Chun Goh Harvey Gondwe Leanne Goodale Duncan Gordon Owen Gough Jenna Gray Emma Gray Louisa Gray Michael Greenhalgh Ross Greetham Andrew Griffin Joshua Grimmer Yu Gu Clare Gunn Daniel Gunning Christopher Gunns Qi Guo</p>	<p><b>J</b> Linzie Hughes Michaela Huxley Helen Idle James Iles Ramziddin Inogamov Louella Irving Paul Isherwood Kelly Jackson Samual Jackson Ehsan Jalili Ziaian Alan James Wayne James Matthew James Martyon Johnson Andrew Johnson Michael Johnston Steven Jones Christy Jones Stephen Jones David Jones Anna Jones Audrey Josiah Andrew Joslyn Vladka Kadlecova Razmig Kalfayan Farzana Kausar Rachael Kay John Keane David Kell Mark Kelly Samuel Kemp Leon Kemp Gemma Kemp Mark Kenner Andrew Kenny Farhan Khadmi Adel Khalaf Ali Khawja Andre Khair Jahanzaib Khurram Alex Kickham William Kier Holly Kirk Vicky Knowles James Knowles Joo Koh Kristian Kolsaker Sylvia Kong Serina Kumari Kenei Kuotsu Kwadjo Kurago Mitchell Labbett</p>
<p><b>T</b> Twayyab Tajoo Jack Taylor Chong Teh Laura Templar Shiang Teo Nihan Tercan Karl Terkelsen Robert Terry Susan Thomas Ian Thomasson Zoe Thompson Stuart Thompson Casilda Thompson-Restarick Neil Thompstone Stuart Thorpe Matthew Thwaite Nataliya Todorova Zoe Tomkins Stephen Tompson Alex Tong Claire Tonkin Sarah Topp Steven Townsend James Townsley Mark Trickett William Trump Aivaras Tumenas Nicholas Turner Robert Turner Kathy Twigg Jason Tyas Paul Tye Susan Tyldesley Alexander Ubchev</p>	<p><b>U</b> Lee Valentine David Valentine Mayur Varma Michelle Veitch Marilyn Vella David Verey Lisa Vickery Flona Vidot Joanne Vigurs Nicholas Vincent Adam Vulliamy Nilesh Vyas Stuart Waghorne</p>	<p><b>E</b> Elizabeth Cowen Zoe Crawford Andrew Currie Michael Cushing Alison Cussans Hayley Cuttill Angela Danso-Brown Ronak Dashani Lauren Dawson Rory Deacon James Defroand Ryan Denslow Peter Dermott Brett Dexter Robert Dick Amie Dodd Louis Dode Abdulrahman Dodeen Nicholas Doherty Joshua Down Alexander Drakeley Neil Drane Lucy Drummond-Brady Stephen Duckett Chris Duggan Ruth Dunstan Grace Durden Lucy Eaborn Teresa Eastwood Oluwarotimi Edu David Edwards Frederick Ekuban Rana El Rahim Ross Elliot</p>	<p><b>G</b> Nicholas Hadfield Kieran Haines Charlotte Hall Nina Hallaith Richard Hamblin Allan Hamilton Tracey Hammond Carrie-Lee Hampson Angus Hampton Nathan Hankin Jack Hansford Colin Hardaker Sally Harding Rachael Hargreaves Fiona Harris Rebecca Harris Joanne Harrison Marie-Helene Harrison Michael Harrison Louis Harvey Robert Hayes Benjamin Heaney Warwick Heap Kathryn Heffron Nicola Hemmings Craig Henley Kirsten Henry Stewart Hernandez Puwakpitiyage Hewawasam Jake Hickinbottom Louis Hicks John Higginbotham Natalie Higginson Katherine Higgon Paul Hill Lucy Hillcox Samuel Hiller Stuart Holden James Holland Glenn Holmes Sarah Hopkins Charlotte Hornsby Stephen Howells Paul Howse Michael Hoyle Imogen Hudson Mark Hufton Simon Hughes</p>	<p><b>K</b> Kristian Kolsaker Sylvia Kong Serina Kumari Kenei Kuotsu Kwadjo Kurago Mitchell Labbett Hoi Lai Sam Lake David Lamoureux Andrew Lancaster Nathan Lancaster Lyn Langton Donna Larcombe Victoria Lau Stuart Laughlin Lucy Layland Bradley Layton Linda Le Moine Emma Leafie Jennie Lee Justin Lee Stephen Leeming Susan Lemon Jennifer Letchford See Leung Hazel Levy Stephen Lewins Jacqueline Lewis Sarah Lewis Wai Li Pinyi Li Colin Liggett Wee Lim Stephen Lindsay Andrea Lipscomb Geoffrey Little Helen Little Jonathan Lloyd Michael Lockett Patrick Lockhart Alfred Logoh Jamie Loudoun Lu Ye Nan Sunaina Luchmun Martin Lungu Nicola Lunt Mari Madden Stephen Maddocks Andrew Maker Agnes Makumator Asif Malik Usman Susan Maloney Richard Mansfield</p>	<p><b>L</b> Emma Mansfield Nana-Yaw Mantey Malathy Manuel Mario Manuell George Marekera John Marsden Trevor Marshall Gary Marshman Emmett Martin Loren Mason Eugene Masongo Thomas Masterson Mutinta Maswabi Brian Mateyo Martin Mathew Lina Matute Dimitrios Mazarakis Sam McAlea Plasid Mchomba Jade McKay Isia McKenzie Darren McLaughlan Teresa McLeish Scott McLuskey Jordan McMahon Christina McQuillan Helen McQuillen Elaine Mee Reese Mensah-Daniels Emma Michie Helibrando Mijuel Massala Benjamin Miller Andrew Miller Danielle Mills Richard Milne Lillie Milonakis Clare Mitchell Daniel Mitchell Olivia Moolman Claran Mooney Evan Moore Elizabeth Moore Lauren Moore James Morgan Tangy Morgan Edward Morley Bernice Morris Martin Morris Madeleine Mortimer Gemma Moshy Jeremy Moulton Ken Muchiri Adefunke Mukoro Benjamin Murphy Kelly Murray Frank Mushi Nachi Musonda Matthew Mutambu Fadi Nakhle Stephanie Nalborczyk Anoop Nallakandy Mohammed Nassur James Natrass Edward Naudi Montaldo Nicola Naunton Patience Nchimunya Catherine Neagle Ashley Neal Rachel Newark Almarie Neymour Irvin Ngenda Khayalamin Ngono Georgina Nicholls Mihail Nikolov Kerry Nixon Tammy Noble Sinead Nolan Edgar Nyemba Heeranjeene Obeegadoo Catharine O'Connell Daniel O'Donoghue Ann O'Donohoe Bradley O'Grady Kateryna Oplachko Anna Owen Ellijah Owusu Agyeman Mathew Pain Jay Pandya Anjana Pankhania Sreesh Paramban Amy Parrack Marina Parvanova Sanjay Patel Shriten Patel Colin Paterson Laura Paterson Jacqueline Pearce Eliana Pearson Martin Pearson</p>

Andrew Pedler  
 Claire Penrith  
 Emily Pepperday  
 Ben Perfitt  
 Danielle Pester  
 Jens Peters  
 Juliette Pettit  
 Thomas Pexton  
 Andrew Phelan  
 Frances Phillips  
 Alison Phipps  
 Laura Phipps  
 Clare Pickup  
 Helen Pickup  
 Justin Pinches  
 Paula Politi De Morais  
 Lisa Ponton  
 Jonathan Pope  
 Deborah Pratt  
 Lorraine Prest  
 Lucy Price  
 Amy Prior  
 Andrew Prior  
 Jenny Pritchard  
 Nishant Priyadarshie  
 Alex Probert  
 Oleksandr Prybysh  
 Jill Pullin  
 Nigel Purcell  
 Rhys Purchase  
 Lisa Pye  
**Q** Benediccta Quaye  
 Tara Quiney  
**R** Michelle Rafferty  
 Samrat Raj  
 Thampy Rakesh  
 James Ramamurthy  
 Philip Rapley  
 Ashley Rayner  
 Cherie Reed  
 Sarah Reeve

Paul Reeves  
 Samantha Reeves  
 Alexandra Reid  
 Jack Renyard  
 Rupert Riall  
 Syed Riaz Rizvi  
 Adrian Richards  
 Anne Richards  
 Lewis Richards  
 Kenneth Richardson  
 Mark Richardson  
 James Richardson  
 Matthew Richardson  
 Anne Ridgway  
 Tom Risby  
 Simon Roberts  
 Rebecca Roberts  
 Rebecca Roberts  
 Jonathan Robertson  
 Penny Robertson  
 Miles Robinson  
 Elsa Rodrigues  
 Rachael Romasanta  
 Heather Rookard  
 Larissa Rosam  
 Cara Roughani  
 Philip Rowland  
 David Russell  
 Matthew Ruthen  
 Daniel Rutter  
 Anjum Sabir  
**S** Muhammad Saeed  
 Peter Saliba  
 Gina Samaroo  
 Leonard Sammut  
 Sharon Sankey  
 Pablos Santos  
 Tina Savage  
 Kathryn Savage  
 Louise Scales  
 Daniel Schembri

Keith Schembri  
 Caroline Schofield  
 Petra Sciortino  
 Deborah Scott  
 Kate Scott  
 Joanne Scott  
 Dorbin Scott  
 Andrew Seabrook  
 Gary Seguss  
 Andrew Sewell  
 Sarah Sexton  
 Elaine Southgate  
 Albert Southgate  
 Elaine Southwell  
 Oliver Spells  
 Heather Spray  
 Beena Sreekumar  
 Matthew Stacey  
 Joanna Stainer  
 Sherry Stevenson  
 Christine Stewart  
 Laura Stiff  
 Carol Still  
 Anneli Stillier  
 Jade Stock  
 Peter Stokes  
 Gavin Strathearn  
 James Stretton  
 Nigel Strutt  
 Jamie Stuart  
 Karen Stubington  
 Grace Sullivan  
 Adam Sullivan  
 Christine Sullivan  
 Sameh Sultan  
 Robyn Summers-Calvert  
 Kate Sunderland  
 Alan Syddall  
 Amjad Syed  
 John Symms  
 Zhenyu Tan  
 Jon Taylor  
 Trevinder Thandi  
 Chatchai Thavontanakul

Sarah Smith  
 Sacha Smith  
 Richard Smith  
 Natalie Smith  
 Andrew Smithers  
 Andrew Smithers  
 Amy Snelling  
 Sandra Soldiew  
 Mathew Somers  
 Hema Sookrah  
 Albert Southgate  
 Elaine Southwell  
 Oliver Spells  
 Heather Spray  
 Beena Sreekumar  
 Matthew Stacey  
 Joanna Stainer  
 Sherry Stevenson  
 Christine Stewart  
 Laura Stiff  
 Carol Still  
 Anneli Stillier  
 Jade Stock  
 Peter Stokes  
 Gavin Strathearn  
 James Stretton  
 Nigel Strutt  
 Jamie Stuart  
 Karen Stubington  
 Grace Sullivan  
 Adam Sullivan  
 Christine Sullivan  
 Sameh Sultan  
 Robyn Summers-Calvert  
 Kate Sunderland  
 Alan Syddall  
 Amjad Syed  
 John Symms  
 Zhenyu Tan  
 Jon Taylor  
 Trevinder Thandi  
 Chatchai Thavontanakul

Robert Theobald  
 Satkirat Thethy  
 Emma Thomas  
 Daniel Thompson  
 James Thruswell  
 Adam Tite  
 John Tivey  
 Robert Tomlins  
 Shaun Towner  
 Debee Tracey  
 Paul Tree  
 Lynne Tulip  
 Suzanne Turner  
 Josh Twinn  
 Jessica Twichett  
 John Utting  
**U** Kavi Vanamala  
**V** Lithiya Varghese  
 Lee Vaughan  
 Lisa-Marie Vaughan  
 David Vella  
 Allison Ventura  
 Mark Vernon  
 Rachel Vinnal  
 Alastair Vincent  
 Alan Vine  
 Jonathan Von Tyszka  
**W** Neil Walker  
 Robert Walker  
 Suzanne Wallace  
 Katie Walsh  
 Lucy Walters  
 Eva Wambui  
 Shuzhan Wang  
 Carri Watkins  
 Julie Watson  
 Richard Watson  
 Dan Weeks  
 Stephanie Went  
 Richard Westcott  
 Nick Whatman

Georgina Wheeler  
 Christian White  
 Christopher White  
 Paul White  
 Daisy-May White  
 Tina White  
 James Whittington  
 Rachel Whitty  
 Emma Whitwell  
 Catherine Whyte  
 Susan Willars  
 Robert Williams  
 Sarah Williams  
 Carl Williams  
 Thomas Williams  
 Jack Wilson  
 Alex Winfield  
 David Winterbottom  
 Cheryl Wise  
 Jonathon Wood  
 Paul Wood  
 Cara Woolley  
 Sabrina Worgan  
 Stephen Workman  
 Nicholas Wrench  
 Audrey Wrigley  
 Changjun Xu  
**X** Mei Yam  
**Y** Satoshi Yamazaki  
 April Yang  
 Cong Yao  
 Liu Ye  
 Aitan Yerassilov  
 Carl Ygartua  
**Z** Gemma Zajac  
 Rebecca Zammit Hili  
 Jinghua Zhang  
 Katharina Zimmer  
 Gordon Zitter



# Feeling Isolated?

If you're looking for a change or want to alleviate the time you spend on tasks such as Accounts, HR, Products and IT, speak to us today!

## Coversure Franchise Opportunities

To find out about our Franchise Opportunities, contact Bob Darling in complete confidence:

**0800 3081 326**

bob@coversure.co.uk  
 www.coversure.co.uk/franchise



STUDY ZONE

# THE ABC OF ...CYBER RISK

LAST YEAR, THE COST OF GLOBAL CYBER CRIME WAS ESTIMATED TO BE \$88BN – WITH AN INDIVIDUAL FALLING VICTIM TO COMPUTER CRIME EVERY 19 SECONDS. BEN BEESON TAKES A LOOK AT THE EMERGING CYBER LIABILITY INSURANCE MARKET

Data privacy is the biggest emerging business risk of the 21st century. Any company that does not put **appropriate** risk management and mitigation measures in place to deal with a data breach could suffer significant financial loss and irreversible damage to their brand reputation.

**Cyber** risks are **ever changing**, and criminals looking to steal and **exploit** data for financial gain are in an increasingly strong position. Dealing with a data breach is costly and time consuming, as the Sony Corporation discovered last **year**, when its PlayStation network was maliciously breached. The breach resulted in a 23-day closure of the PlayStation online network, and Sony suffered an estimated **financial loss** of \$171m and a 55% drop in its share price in the four months following the breach.

### Tackling the problem

Regulators are waking up to the fact that changes in **data** privacy laws are required, and they are looking at the problem with renewed **zeal**. The **Obama** administration in the US, and the European **justice** commissioner, **Viviane** Reding, are proposing national and cross-border data breach notification and data privacy laws. These laws will force companies to **notify** regulators and consumers every time a data breach occurs, even if no records have been accessed. The



European Union (EU) data privacy proposals include fines of up to 2% of **global** annual turnover if a company breaches the proposed **data laws**, a requirement for companies with more than 250 employees to appoint a data protection officer, and for all breaches to be reported to the regulator – ideally within 24 hours. These regulations present a significant new compliance burden for risk managers.

As the frequency and severity of cyber data risk increases, so businesses need to ensure that the operational and financial aspects of the risk are aligned and **questioned**. When a breach happens it is usually the chief information officer's responsibility to investigate the cause, and the solution. However, the purchase of any insurance policy may lie

elsewhere – with the risk manager or finance department. It is important companies consider first the need for cyber insurance (many mistakenly believe cyber risks are covered by general liability or property coverage) and **know** whether the policy is adequate for the risks – this means providing the right levels of financial protection, as well as consultants and service providers who can help to resolve the situation.

### Growing market

There is a growing insurance market for both first and **third**-party data liability business, as well as first-party business interruption cover. These products and covers are likely to continue to develop over the coming years. London is a **preeminent** market for this business due to high levels of

**innovation** and its ability to provide specialist and tailored cover. It is predicted that the introduction of **mandatory** reporting of data breaches for companies **handling** EU citizens' data inside or outside Europe will significantly speed up the rate of new cyber risk product. The current products are highly reactive, offering access to **specialist** service providers to help clients minimise the impact of the breach on their customers, their business and its reputation. It is probable there will be standardisation of products, but it is likely there will continue to be a suite of products with flexible **wording**, rather than a one-size-fits-all solution.

Data **breaches** are expensive to handle, but companies that plan for a breach, have **robust** risk management measures and systems and respond in an appropriate manner can emerge from the incident relatively **unscathed**. Insurance is part of that preparation – providing essential financial assistance and access to legal, IT forensic, and crisis PR advice. All of this could help companies preserve their reputation and get back to 'business as usual' as rapidly as possible.

**Ben Beeson, partner global technology and privacy practice, Lockton Companies**

## KNOWING YOUR A-Z

- A**...for **Appropriate**
- B**...for **Breaches**
- C**...for **Cyber**
- D**...for **Data** privacy
- E**...for **Ever-changing**
- F**...for **Financial** loss
- G**...for **Global**
- H**...for **Handling**
- I**...for **Innovation**
- J**...for **Justice** commissioner
- K**...for **Know** the risks
- L**...for **data Laws**
- M**...for **Mandatory** reporting
- N**...for **Notify**
- O**...for **Obama** administration
- P**...for **Preeminent**
- Q**...for **Questioned**
- R**...for **Robust** risk management
- S**...for **Specialist** service providers
- T**...for **Third** party
- U**...for **Unscathed**
- V**...for **Viviane** Reding
- W**...for Flexible **wording**
- X**...for **eXploit**
- Y**...for **Year**
- Z**...for **Zeal**





# CII Blog

In his debut blog, **Peter Molloy**, a senior claims handler from HSB Engineering Insurance, explains how all the hard work is beginning to pay off

**A**fter 20 years working in the insurance industry I thought I knew pretty much all there was to know – until I embarked on my CII studies. How wrong I was...

My name is Peter Molloy and I have been working as a senior claims handler for HSB Engineering Insurance for the past seven years.

During my time working in the insurance industry I have often considered taking the CII exams but, like most people, life got in the way until eventually I thought it was too late for me to begin studying.

Working for HSB, and being surrounded by colleagues at various stages of their studying for the CII exams gave me the confidence and push that I needed. Alongside this was the support HSB offers to its staff and the encouragement to take their studying forward. Everything from ordering all the material, booking exams, organising weekly study sessions and providing much needed quiet rooms for us to be able to concentrate on our studies – this has helped me no end.

Not long after joining HSB I, along with the rest of the claims team, successfully passed the Cert CII. I then took a break from studying, but having witnessed my manager go on to pass his Dip and ACII with nothing but positive words about the benefit to his role and the team, I decided to once again resume my studies (I think they call that being competitive).

### New perspective

I am currently studying for the Diploma underwriting module and, having worked closely with various underwriting departments throughout my career, it is certainly interesting and has given me a whole new perspective on what individual underwriters do on a day-to-day basis. For example, how they

## WORKING LUNCH

rate risks and what information they need to be able to do so, as well as an insight into how company underwriting strategies are formed and what a vital role the claims department can play in this process.

Studying for these exams has given me an excellent insight into claims – a subject, I have to confess, I thought I already knew everything about. It has given me a new outlook in terms of how many other areas use the information collected by the claims department, from MI to underwriting. This has provided me with valuable insights into how I can carry out my job more effectively, and also help others to do the same.

### Continuous assessment

One thing that has helped me a great deal, both in terms of studying and retaining the knowledge, is using the CII's continuous assessment course, where assignments are completed throughout the study periods and submitted to a tutor. Excellent feedback is provided on each assignment and passing these can even give you 10% towards your overall exam mark. That is great for me as I have always been nervous of formal exam settings.

Any kind of studying takes a certain amount of commitment, and juggling this with a busy home life and a full-time job is no easy task. I have learned to organise my study time carefully and sometimes come into work a bit earlier to study – I can also often be seen poring over CII books while eating my lunch. Hopefully all this hard work will pay off when I take my next exam in October. 🍷

**“Studying for these exams has given me an excellent insight into claims”**

PHOTOGRAPHY: ANDREW PARKER

# Q & A

## STUDY ZONE

# THE BIG TEN

THIS SET OF QUESTIONS, COURTESY OF ONLINE CII TRAINING PACKAGE INSURANCE ASSESS, WILL TEST YOUR KNOWLEDGE OF KEY INSURANCE TOPICS. THE ANSWERS ARE AT THE BOTTOM...

**Question 1: A Heinrich Triangle with a very narrow base tells you that?**

- A There are a high number of minor incidents for every serious one
- B There is a comparatively high ratio of serious to minor incidents
- C The industry concerned has very good safety standards
- D The industry concerned has very poor safety standards

**Question 2: What are the two main factors that determine the level of 'equitable premium' that a policyholder contributes to the common pool?**

- A Location and skew
- B Risk and peril
- C Hazard and value
- D Age and value

**Question 3: In what circumstances would an award of 'exemplary damages' be most likely in an action in tort?**

- A Where the defendant has acted with malice
- B Where the court has a low opinion of the claimant's claim
- C Where the claimant claims for 'pain and suffering'
- D Where the claimant has suffered no real loss

**Question 4: What obligation is imposed on motor insurers by the 'Declined Cases Agreement'?**

- A To provide written evidence to the MIB to support a declinature of cover
- B To obtain a court declaration to justify a refusal of cover

- C To offer terms to a previous policyholder who is unable to obtain cover elsewhere
- D To obtain a court order if they wish to reduce their status from RTA insurer to Article 75 insurer

**Question 5: The starting point for rating a package travel insurance policy is normally a flat premium per individual, based on which two factors?**

- A Geographical limits and length of trip
- B Mode of transport and type of accommodation
- C Age and required sums insured
- D Length of trip and required sums insured

**Question 6: A department store requires theft insurance to cover its large range of stock. Which of these types of cover is likely to be most appropriate?**

- A First loss cover
- B Agreed value cover
- C Reinstatement cover
- D Day one cover

**Question 7: Cover under a libel and slander insurance normally excludes?**

- A Cover for claimant's costs
- B A fixed percentage of every claim
- C Withdrawal expenses
- D Slander to the title of goods

**Question 8: In fleet rating, what is meant by the term 'vehicle year'?**

- A The year of registration of a vehicle
- B The year of manufacture of a vehicle
- C The exposure of one vehicle for a full policy year
- D The claims experience of one vehicle during a policy year

**Question 9: Which of these correctly describes a mutual indemnity association?**

- A A mutual insurance company that transacts non-life business
- B A friendly society that transacts ordinary branch business
- C A group of insurers sharing information (and risks) for their mutual benefit
- D A common pool set up by members of a particular trade for insurance purposes

**Question 10: What is the biggest risk to an insurer in failing to achieve contract certainty?**

- A Administration costs associated with rework and error correction could not be passed onto the customer
- B Providing more cover than it expected and holding insufficient claims reserves
- C Being open to regulatory action
- D The application of *contra proferentem* within any rectification which may be at the insurer's expense

		<b>1-3 POOR</b> <b>3-6 GOOD</b>	<b>6-9 VERY GOOD</b> <b>9-10 EXCELLENT</b>

## ANSWERS

**1b.** Where the Heinrich Triangle has a very narrow base it indicates that there is a comparatively high ratio of serious to minor incidents. Some industry sectors, such as construction and agriculture, fit this shape of triangle.

**2c.** The equitable premium is based on a combination of the hazard and value of the risk. For example, a young sports car driver will expect to pay more for fire and theft insurance premium than an older driver for a family saloon car (greater hazard), while the owner of a £500,000 house will expect to pay more for fire and theft insurance premium than a £100,000 house.

**3a.** Exemplary (or punitive) damages are intended to punish the defendants for their actions by awarding the claimant more than the loss they have actually suffered. Nominal damages are awarded where the claimant has suffered no real loss, while contemptuous damages reflect the court's low opinion of the claimant's conduct. General damages are awarded for pain and suffering.

**4c.** Under this agreement, insurers are obliged to offer terms as 'last insurer' in cases where their policyholder has been unable to obtain cover elsewhere. The intention of the agreement is to help prevent an increase in the number of uninsured drivers, but it does mean that an insurer may be obliged to offer, albeit punitive, terms to someone who they have recently declined to insure.

**5a.** For package travel insurance policies, the flat premium is based on geographical limits and length of trip. The amount of features such as discounts for very young children and increased premium may be adjusted downwards or upwards to take account of features such as age (e.g. discounts for very young children and increased premium may be adjusted downwards or upwards to take account of features such as age).

**6a.** Policies written on a first loss basis are used when it is difficult to envisage a total loss of the full value of the property covered. The sum insured required is usually calculated by estimating the maximum likely loss as there is little likelihood of all the stock being stolen elsewhere.

**7b.** With this type of cover, the insured is normally required to bear a fixed percentage of every claim. This is typically 10%.

**8c.** A 'vehicle year' is a figure used to express the vehicles covered in a fleet in terms of the exposure of one vehicle for a full policy year. Because vehicles are continually being added to or taken away from a fleet, it is necessary to convert the comings and goings into a 'common currency'. A vehicle year could be one car for one year, or two cars for six months each, and so on.

**9d.** These associations are common pools into which members of a particular trade contribute and from which they can make a claim when necessary. The best known form of mutual indemnity association is the Protection and Indemnity Association (P and I Club), which underwrites marine insurance risks.

**10b.** This is a real risk for insurers. Where an insurer is not clear about the terms and conditions of the contract, it may be giving more cover than it expected. This, in turn, may result in the insurer holding insufficient claims reserves. This could lead to inadequate minimum capital adequacy, the capital that will ensure the insurer's solvency.



# For details on the positions below and others in General & Financial Services Insurance across the UK, in London and Internationally please visit

[www.ipsgroup.co.uk](http://www.ipsgroup.co.uk)

- Deputy Manager, Property Claims**  
*Attractive salary + Benefits* – *City of London*  
This is a very high profile role with a major international insurer with a substantial book of multinational clients, many written on a lead basis. This role will entail handling the largest and most complex claims, meeting clients and setting technical claims handling standards. You will need extensive expertise of handling large & complex claims and credibility with clients.  
Contact: Jeremy.Cross@ipsgroup.co.uk - London Ref:CII479252JCC
- Professional Indemnity Underwriter**  
*Attractive Salary + Benefits* – *City of London*  
This role is with a Lloyd's Syndicate on a long established and profitable UK & International PI book which is both primary and excess across a wide variety of professions. You will need PI underwriting experience, preferably with exposure to the London market.  
Contact: Jeremy.Cross@ipsgroup.co.uk - London Ref:CII479094JCC
- Aviation Assistant Underwriter**  
*To \$5125,000 (d.o.e) + Package* – *Singapore*  
Well respected global insurer is looking to appoint an Aviation Assistant Underwriter (ACII preferred) as the No. 2 to the Aviation Underwriter based out of their Singapore office. Current underwriting authority is essential. A superb role guaranteed to elevate your career substantially!  
Contact: Emma.Lillis@ipsgroup.co.uk - London Ref:CII479332Y
- Claims Executive**  
*Attractive Salary & Benefits* – *City of London*  
Well established Lloyd's Broker seeks a Claims Executive for this high profile role. Demonstrable claims experience at a senior level within International and North American Property & Casualty is essential. An excellent opportunity that will give you lots of responsibility and autonomy.  
Contact: Emma.Lillis@ipsgroup.co.uk - London Ref:CII479217Y
- Marine Claims Adjuster**  
*To £45,000 + Benefits* – *City of London*  
Opportunity with a well established medium sized Lloyd's Syndicate. You will work closely with the Marine and Aviation Claims Manager, handling claims from first advice through to settlement. Claims are predominantly Marine Cargo. Experience handling Marine claims and using ECF is required.  
Contact: Tim.Southworth@ipsgroup.co.uk - London Ref:CII479208X
- Delegated Underwriting Compliance Analyst**  
*£45,000 + Good Benefits* – *City of London*  
Opportunity with a long established Lloyd's Syndicate. You will work closely with the Head of Delegated Underwriting and will be responsible for New coverholder approvals, Regulatory updates, ATLAS/BARS management. Experience working for a Lloyd's Syndicate handling Delegated Authorities is required.  
Contact: Tim.Southworth@ipsgroup.co.uk - London Ref:CII478798X
- Head of PI**  
*To £150,000 +Bonus +Benefits* – *City of London*  
This is a leadership and business expansion appointment for an experienced and proven Professional Indemnity insurance expert. You will need to be a recognised Professional Indemnity insurance producer / broker with high level market and client contacts in the PI market.  
Contact: Christopher.Dickman@ipsgroup.co.uk - London Ref:CII478927CD
- MI & Data Warehouse Manager**  
*£50,000 - £60,000 + Benefits* – *Sussex*  
An exciting position for an experienced Management Information insurance professional who has SAS analysis skills. You should have experience of developing and maintaining Data Warehouses and experience of insurance reporting. Excellent company with real prospects of development and growth.  
Contact: Mark.Knight@ipsgroup.co.uk - London Ref:CII479163MK
- Deputy Insurance Manager**  
*To £50,000 + Benefits* – *London W1*  
This is a rare opportunity to join a global brand within the aviation sector. Working closely with the Group Insurance Manager the appointee will assist in managing the global insurance programme and liaise with two captives. Ideally you will be progressing with professional qualifications and have good knowledge of commercial insurances.  
Contact: James.Dick@ipsgroup.co.uk - London Ref:CII479382J
- Trainee US Property Binders Assistant UW**  
*To £27,000 + Excellent Benefits* – *City of London*  
Opportunity for a 2.1 graduate with experience in US Property Binder underwriting to join a highly respected Lloyd's syndicate. Ideally with 18 months experience and ACII progression, you will compliment an existing team, with superb training and development available. Genuine opening for someone to carve an underwriting career going forward.  
Contact: Claire-Marie.Yates@ipsgroup.co.uk - London Ref:CII479295V
- Underwriting Assistant (Box Based)**  
*To £28,000 + Benefits* – *City of London*  
Excellent opening for a candidate with previous underwriting assistant experience (broker liaison, data management/checking, slip processing), to join this well respected Lloyd's syndicate, within the property and casualty area. All encompassing role assisting the underwriters; there is long term progression for candidates who show the aptitude to take on underwriting responsibility.  
Contact: Claire-Marie.Yates@ipsgroup.co.uk - London Ref:CII479321V
- Syndicate Underwriting Operation Technician**  
*To £27,000 + Benefits* – *City of London*  
Are you a 2:1 Numerical Graduate, with a strong analytical capability, eager to study the ACII, work for a top syndicate and build a broad skill set to utilise in the Lloyd's market. Working across several lines of business, managing risk data, aggregates, operational service standards, business change projects and MI underwriting reports. Career path of where this leads is up to you?  
Contact: Alison.Taylor@ipsgroup.co.uk - London Ref:CII479279A
- Life Reporting Accountant**  
*To £60,000 + Benefits* – *London*  
Our Client, a London based insurance company, are currently looking to take on a qualified accountant who's main responsibility will be external reporting for the firm's life insurance operations in Europe. This entails quarterly reporting and year end reporting including financial statements, FSA returns and ad hoc projects.  
Contact: Wade.Newell@ipsgroup.co.uk - London Ref:CII479299WN
- Compliance Officer L&H**  
*To £75,000 + Benefits* – *London*  
Coming from a Reinsurance or Insurance compliance background you will provide expertise on the firm's compliance risks from design and implementation of risk management strategies to FSA regulatory submissions. You will also provide project support across the companies various compliance units. For a full job description please apply.  
Contact: Wade.Newell@ipsgroup.co.uk - London Ref:CII479193WN
- Property Claims Adjuster**  
*£ Negotiable + Car Allowance* – *London*  
You will divide your time between working from the office and out on the road visiting sites where losses have occurred. Not only will you investigate UK based losses but also potentially losses in Europe and the Middle East. Interested candidates will need to have previous experience of working as a field based adjuster in a property biased role.  
Contact: Robert.Plant@ipsgroup.co.uk - Manchester Ref:CII478857RP
- Risk Control Surveyor**  
*To £75,000 + Benefits* – *North*  
Our client is looking to recruit experienced risk surveyors with exposure to complicated property or casualty risk. You will be a capable communicator, able to build productive client relationships through the provision of first class delivery. Genuine prospects for promotion in the near term.  
Contact: Sion.Howells@ipsgroup.co.uk - Manchester Ref:CII478034SH
- Senior Fraud Experts**  
*To £40,000 + Cash Benefits Package* – *Bham/Leeds/Glasgow or Bromley*  
A major insurer plans to strengthen its counter fraud claims operation by hiring 20 senior experts who will join existing teams around the country. Interested candidates will need to have extensive fraud exposure combined with a strong property claims or personal injury background.  
Contact: Craig.Coles@ipsgroup.co.uk - Bristol Ref:CII479109CAC
- Risk Control Surveyor - Property**  
*To £60,000 Attractive Benefits Package* – *South East*  
A leading insurance business seeks an experienced surveyor for a home based role in the South East. You will undertake site surveys advising on risk and control issues and risk improvements. Candidates will need to have previous experience in a similar role.  
Contact: Craig.Coles@ipsgroup.co.uk - Southampton Ref:CII479099CAC
- Strategic Affinity & Volume Account Manager**  
*£55,000 + Attractive Benefits Package* – *Midlands or Home Counties*  
EXCLUSIVE TO IPS An outstanding newly created career opportunity within an insurance business. Responsible for the implementation and development of major accounts and affinity partners. Interested candidates will have a strong personal lines, sales and affinity background.  
Contact: Craig.Coles@ipsgroup.co.uk - Birmingham Ref:CII478728CAC
- Liability Field Force Claims Manager**  
*£60,000* – *Open UK Wide as Home Based*  
A rare opportunity for a Field Force Manager with a major insurance company. Working from home managing a team of on the road Liability Claims Investigators your role will be to lead, manage and inspire ensuring performance is maximised and service delivered.  
Contact: Craig.Coles@ipsgroup.co.uk - Birmingham Ref:CII479082CAC
- Personal Injury Operations Manager**  
*Up to £60,000 + Benefits* – *Essex*  
A well known Law firm requires a Personal Injury Claims Manager to work closely with them and their clients, you must be both strong technically and also happy to perform a front facing relationship role. You must an insurance market background and have expertise in either CPR or MOJ.  
Contact: Richard.Coleman@ipsgroup.co.uk - Birmingham Ref:CII479026RJC
- New Business Executive**  
*To £38,000 + Bonus + Car* – *Midlands*  
A market leading insurance broker is looking for a New Business Executive to increase departmental income through pro-active business development and new business lead conversion. The New Business Executive will use initiative to achieve personal income targets and build and manage new commercial clients.  
Contact: Ben.Hall@ipsgroup.co.uk - Birmingham Ref:CII474028BHL
- Counter Fraud Claims Handler**  
*To £40,000 + Benefits* – *Leeds*  
Highly regarded commercial Insurer seeks a number of experts in fraudulent claims to join their team in Leeds. You should have extensive experience of dealing with fraudulent claims and expert knowledge of counter fraud policies and practices, preferably within the field of bodily injury.  
Contact: Stacey.Richards@ipsgroup.co.uk - Leeds Ref:CII479132SR
- Risk Manager**  
*To £50,000 + Car & Benefits* – *South Yorkshire*  
Leading retail business is looking for an experienced Risk Manager to join their team in Yorkshire, taking responsibility for the delivery of business wide risk management framework & managing insurance arrangements, personal injury claims and business interruption claims.  
Contact: Stacey.Richards@ipsgroup.co.uk - Leeds Ref:CII478997SR

**London**  
London@ipsgroup.co.uk  
Tel: 020 7481 8111

**Birmingham**  
birm@ipsgroup.co.uk  
Tel: 0121 616 6096

**Manchester**  
manchester@ipsgroup.co.uk  
Tel: 0161 233 8222

**Leeds**  
leeds@ipsgroup.co.uk  
Tel: 0113 202 1577

**Hong Kong**  
asia@ipsgroup.co.uk  
Tel: +852 3189 7050

**Southampton**  
soton@ipsgroup.co.uk  
Tel: 023 8048 8799

**Bristol**  
bristol@ipsgroup.co.uk  
Tel: 0117 370 2472

**Reading**  
reading@ipsgroup.co.uk  
Tel: 0118 951 9595

**Singapore**  
singapore@ipsgroup.co.uk  
Tel: +65 6223 1023

**Shanghai**  
shanghai@ipsgroup.co.uk  
Tel: +86 21 2206 2882



e-traded  
products  
designed  
for online.

That's  
commercial  
sense.

**At AXA Commercial we've listened to our brokers and changed the way we work to fit you. Our goal is to give you the tools so you can work more efficiently, by offering more choice and being more competitive.**

We know you want fast, intuitive systems which make it easier to deliver great value cover and help you meet your targets. That's why we've developed our online presence to give you access to products which have been specifically designed to be e-traded. We also recognise how much you value being able to speak to someone who understands the needs of your business and your customers. We've made changes to the way we work that gives you all this and more.

## **SIMPLE**

### **A better way to work**

- Easy to use basic level products with the option to add extras and tailor them to your customers' needs.
- Clear documentation in electronic format so our policies are easy to understand.
- Simple and quick with standard question sets so it's quicker to get a quote or policy. Our products are also fully auto rated with minimal referral triggers.

### **Making technology work harder for both of us**

- Easy access to products online.
- Products specifically designed for e-trading.
- Cover that can be purchased electronically via our Extranet or Acturis.
- To be distributed to more software houses in the future.

## **New Products**

### **• Tradesmen and Professional**

Just the right cover for tradesmen or professionals with a turnover of under £500k and up to eight staff.

### **• Directors and Officers**

Cover for companies (up to £50m turnover), sole traders, partnerships and charities.

### **• Landlords**

Designed for residential, commercial or mixed property portfolio landlords with up to 10 properties (with a maximum single property value of £5m and a maximum sum insured for loss of rent of £1.5m).

### **• More products to be launched in 2012 and 2013**

## **Find out more**

This is all part of a constant drive to give you an edge in the marketplace. We invite you to find out more about our new products and how they are transforming the way you can do business.

**[connect.axa.co.uk/commercial](http://connect.axa.co.uk/commercial)**