TRY, TRY AGAIN

RUGBY WORLD CUP-WINNING COACH
SIR CLIVE WOODWARD APPLIES HIS
FORWARD-THINKING METHODS TO BUSINESS

Moment of parity
Is AI picking up our bad habits?

Work, interrupted
The growing importance of BI

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Why D&O cover is now essential
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TRUST THROUGH DIVERSITY

Dame Inga Beale explains how inclusion holds the key to rebuilding faith in the insurance sector

Beginning a new year gives us all a chance to reflect on the year that has been. As I look back on 2017, one of the things that really struck me was the level of public distrust of business, government and media. Around the world people have been rallying against the status quo – challenging what is, and demanding change for a better future.

For the global insurance sector, we need to come to terms with what this means for us as a significant contributor to global prosperity, with enormous potential and power to change the lives of millions for the better. Of course, we do this everyday – from paying claims for broken iPhones or lost luggage, providing advice to individuals around pensions, right through to supporting countries at times of national disaster.

When I stop and think about it, the enormous value of what we collectively do is really quite extraordinary. But we’re not the ones that need convincing – though we might need reminding from time to time!

In this world of distrust, how do we restore the trust of the millions of customers we serve?

When you boil it down, this is all about inclusion. Although this might seem like an all too simplistic synopsis of the complex challenges right around the world, this one word encapsulates society’s plea to have a louder voice, to be thought about, and to be involved.

The CII has an important role to play when it comes to rebuilding public confidence and trust across our profession. And part of this involves transforming the image of our sector through the people that work in it. There is no question that increasing the diversity of our sector by cultivating inclusive environments will continue to remain a critical part of that journey in the years and decades ahead.

Of course, gender diversity is right up there when it comes to being more representative of, and trusted by, our customers – half of which are women. This year in the UK we celebrate 100 years since the signing of the Representation of the People Act 1918, which gave women the right to vote. This milestone and the ongoing suffragette movement worked to achieve equal rights for men and women.

**LEADING BY EXAMPLE**

Although we have come a long way, there is still significant work to be done – particularly when it comes to the number of women in senior positions. By 5 April this year, any UK organisation that has more than 250 employees must publish and report on its gender pay gap. Although the CII has a gap, I’m proud that it has taken a leading role in publishing its own data, together with calling on the insurance sector to do the same.

Which brings me on to new talent – to help reinvent our image, we need to more meaningfully engage with new talent, the people who are the future of the insurance sector. We need to keep working hard on telling a better story about our profession and we need to better engage with young people at the critical stages of their early career planning.

That is why the CII’s Discover Risk initiative, which continues to encourage young people in school and university to consider career options within the insurance sector, is so important. In 2017 there were more than 250 events across schools, colleges and universities, reaching in excess of 10,000 young people. The Discover membership now has more than 2,500 students and careers advisers in the scheme, receiving sector updates, case studies and jobs. That’s a great result and one to build on during the next year.

Those efforts, alongside the collective efforts of insurance firms in the UK and our members are so important in capturing the hearts and minds of our future talent – the talent who are already living and breathing the technology that will drive our sector in the years ahead.

Dame Inga Beale ACII, President, CII

In 2017 the CII reached more than 10,000 young people
CII ENCOURAGES SECTOR TO GET TO GRIPS WITH THE GENDER GAP

The CII is encouraging firms in the insurance and financial advisory sectors to start disclosing their gender pay information ahead of next April’s deadline, regardless of whether or not they are required to.

In issuing the ‘call to action’, the CII is leading by example by doing so itself - five months in advance – despite the fact it is exempt by being under the 250-employee threshold.

The move coincides with the publication of a specially-commissioned briefing paper, Mind The Gap, which outlines the key factors and causes of the gender pay gap, as well as what can proactively be done to bring about better balance.

The CII’s mean hourly pay gap is currently 38%, compared to a sector average of 41% and national average of 41%. The median hourly rate gap is 34%, compared to a sector average of 33% and national average of 16%.

“The data that firms are sharing between now and April 2018 is only the start,” said Slan Fisher, chief executive. “Our stakeholders want to see evidence of what we are doing individually and collectively to reduce the gap and they will expect to see significant improvement in future years.”

CMS HOSTS ALL-FEMALE OPEN DAY AT LLOYD’S

Up to 50 female graduates and undergraduates have received a unique insight into the roles available for insurance professionals, at a unique event in the City of London yesterday.

CMS worked alongside the CII and Pioneer Underwriters, with support from the London Market group to develop insight to insurance: an event targeted at female undergraduates and recent graduates with no pre-existing knowledge of, or links to, insurance.

Victoria Murray, an associate at CMS, explained: “The day was an opportunity to learn about insurance, what it does and what opportunities these young women have to join in and stand out in a market committed to improving diversity.

“For many young people, especially women, the City of London and the insurance industry can seem opaque. The aim of today’s event is to introduce these ladies to the market, explain how it works and how the roles interrelate and, through panel discussions and an intimate environment in which to ask questions, give them a clear picture of what this sector can offer.”

In addition, attendees developed their understanding of risk through the CII’s Discover Risk interactive game and offered a clear picture of what this sector can offer.

NEW CROSS-SECTOR TASKFORCE ANNOUNCED

Senior leaders from across the insurance profession are joining forces to improve women’s resilience to risk. The new taskforce is being formed as part of the Insuring Women’s Futures (IWF) programme and will develop new and innovative solutions to the risks that women face in life.

IWF is a programme of change led by the CII to improve the sector’s knowledge of women’s risks, the representation of women at every level of the profession and access to solutions to those risks.

The new taskforce will focus on three key areas:

● Improving awareness among women of the risks they face in life and engagement with the existing solutions
● Developing joined-up policy interventions
● Identifying new and improved insurance solutions to women’s risks.

The taskforce will concentrate on setting the priorities for positive change and galvanising the profession into action. It will work in conjunction with a number of working groups that will look at tactical activity to drive change, facilitated by the CII.

FCA LAUNCHES WHOLESALE INSURANCE BROKERS MARKET STUDY

The UK Financial Conduct Authority (FCA) has launched a market study to assess how competition is working in the wholesale insurance broker sector. The FCA wants to ensure that the sector is working well and fosters innovation and competition in the interests of its diverse range of clients.

The London insurance market is one of the world’s leading centres for large-scale, complex commercial and specialist risks, controlling more than £80bn in gross written premium.

There have been significant changes in the wholesale insurance sector in recent years, which have seen brokers developing new services and business practices. The FCA plans to explore how competition is currently working and whether it could work better.

The FCA believes that effective competition contributes to ensuring London remains an international centre for insurance.

For more information, visit: bit.ly/2BgZZT8
Sian Fisher Bristol Visit

Chartered Insurance Institute (CII) CEO Sian Fisher visited Brunel Professions in November to learn more from chairman Chris Ladkin and his team about one of the fastest-growing insurance brokers in the southwest. While in the area, they discussed the firm’s increasing involvement with the CII, as it launches its new venture - Brunel Insurance Brokers.

The trip coincided with Ms Fisher’s visit to the University of the West of England.

At Brunel, she met CEO Russell Lane, operations manager Jane Perrett and Mr Ladkin, reviewing ways Brunel could work more closely with the Insurance Institute of Bristol and its young professionals.

Ms Fisher also met employees currently studying for CII qualifications, offering training and internal testing solutions from the CII and explaining changes in the CII, along with the benefits that insurance brokers could gain from them.

RSA Signs Women in Finance Charter

RSA has announced it has signed up to the Women in Finance Charter, a joint commitment by financial services organisations and HM Treasury to improve gender diversity in the financial services industry.

The Women in Finance Charter is a commitment by signatory firms to work collaboratively to build a more gender-balanced industry. The Charter commits organisations to supporting the progression of women into senior roles and requires them to set targets and publicly report on progress toward these.

Cathy Lewis, RSA’s group HR director and executive sponsor for the Charter, said: “This is an important milestone for RSA and we wholeheartedly support the Women in Finance Charter.

“Becoming a signatory is part of our wider efforts to build an inclusive and diverse culture at RSA, where talented individuals feel welcome and included. Companies with diverse workforces are more likely to succeed. We recognise the importance of this commitment to attracting and developing our people and we look forward to putting our energy behind it.”

By signing up to the Charter, firms agree to:

- Having one member of our senior executive team who is responsible and accountable for gender diversity and inclusion;
- Setting internal targets for gender diversity in our senior management;
- Publishing progress annually in reports on our website;
- Having an intention to ensure the pay for the senior executive team is linked to delivery against these internal targets on gender diversity.

Every section of the brochure includes short web links that enable members to quickly find out more information on what they’re reading and clear signposting on starting the enrolment process. The new design makes it straightforward to see which qualifications and their respective units go together to help progress to the next level.

Clear pathways leading all the way to Chartered and Fellowship status are included with popular unit pathways highlighted throughout, helping to navigate the options available when it comes to recommended unit combinations.

To view the 2018 qualifications brochure, visit: cii.co.uk/brochure

CII Launch New Qualification Brochure

The CII have released their qualification brochure for 2018, including both the insurance and personal finance frameworks for the first time, the new brochure presents qualifications in a concise and easily digestible guide, with direction for candidates who want to know the best learning pathway to get their career started, or professionals striving for Chartered status.

Current discussions include:

- Watch our manifesto journey so far...
- It’s been just over a year since we launched our strategic manifesto outlining our plans to secure and justify the confidence of the public.
- Too Old to Learn?
- Passed AIP today. Not too bad for someone who was 63 on the date of the exam. Some 46 years since I took my first CII exam...
- What if insured annual carry limit exceed your declared under money insurance...
- And don't declare to insurers and some claim happens. Would you get full claim or there will be any deduction?
- Rise of disruptive technology - now on demand
- Very excited to have hosted my first webinar on the rise of disruptive technology with Glen Clarke and Adam Ratans from Alliian UK - See the on-demand video here.
- SM&CR survey - are you able to help?
- We want to get the views of firms on their experience to date with SM&CR.

Letters

Do not forget to send your letters to our editor at: michelle.worvell@cii.co.uk
International News

Cyber Debate at Claims Conference

Chartered Insurance Institute
Hong Kong regional manager, Helen Roberts, hosted a panel discussion at the Claims Conference Singapore, addressing the evolving and hazy scope of cyber and ransomware claims. With the rapid development of digital products and services, companies in Singapore and in Asia-Pacific are facing increasing risks from cyberattacks, while traditional methods of cyber defence are becoming obsolete. The panel discussed future trends of cyber insurance and cyber claims; cyber customer pricing; and why cyber insurance is not more central to businesses in Singapore.

Panelists included Robert Riha of XL Catlin; Jose Touceda of FM Global; Timothée Grange, of GM Consultant; and Klaus Lejon of QBE Insurance.

ACII Sponsorship in India

At our recent Dive in 2017 event in India, Sian Fisher, CEO announced a sponsorship programme for two young girls from underprivileged backgrounds for the ACII qualification.

Our ambition is to attract talent from a wider pool to join our profession and our one way is to inspire, engage and involve young girls by empowering them to take on roles and opportunities which they otherwise would never had the chance to do.

Our aspiration is to see them take on roles which they find fulfilling and help them develop and grow through their learning.

The initiative will commence in 2018 and applications will be invited from all the ACII partners in India. Two candidates will be chosen for the sponsorship programme, providing local students with an exclusive opportunity to the international qualifications.

What’s on the Radar?

The CII takes a look at what’s new on the policy and public affairs front this month.

Firms Falling Short on Renewal Expectations

In October 2017, the UK Financial Conduct Authority (FCA) revealed that it has been monitoring how firms have implemented the consumer renewal disclosure rules, which came into force in April 2017. Although examples of good practice were observed, the regulator found instances where firms ‘obscured’ the required transparency information or failed to give it sufficient prominence. It has also observed some firms extending their ‘shopping around’ message to prominence. It has also observed some firms ‘obscured’ the required transparency information or failed to give it sufficient prominence.

The FCA has now asked several firms to re-contact customers, to clarify renewal information retrospectively and made it clear that it will continue to monitor this area of compliance and intervene where necessary.

For more information see: bit.ly/2jyWb4A

Brexit – IRSG Report on the Architecture for Regulating Financial Services

The International Regulatory Strategy Group (IRSG) has published a report which calls for a review of the UK’s rulemaking system for financial services post-Brexit.

The report outlines four main recommendations for review:
- The powers and resources of UK regulators, including how any significant policy decisions are reached.
- Framing the responsibilities of regulators to ensure regulation continues to be at the forefront of global standards, while remaining flexible and adaptive to market needs.
- The scrutiny and oversight of regulators, how they interact with the UK parliament, key stakeholders and the public.
- The legislative and regulatory process, including consultation and review mechanisms, as well as an assessment of areas for consolidation and simplification.

The report can be viewed at: bit.ly/2kDUM14

ACII)

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Sponsorship in India

The Malaysia Insurance Institute (MII) has invited the CII to deliver a presentation on ‘The UK Aldermanbury Declaration – Lessons for Malaysia’. As qualifications alone are only one aspect of professionalism, the Aldermanbury declaration provides a framework for professional standards covering: commitment to excellence, training and development, professionalism within organisations and broking, underwriting and claims management standards.

The MII is interested to explore ways that it can help to provide further guidance on an insurance competency framework, sharing the same common goal of increasing trust in the insurance profession.

Helen Roberts, regional manager, CII Hong Kong, was honoured to share full details of the Aldermanbury declaration and review survey and project results to reflect on the success of the initiative.

FICA Mission: ‘Our Future Approach to Consumers’

The FCA has issued the first of a series of consultation publications which form part of its mission. This includes questions based around firm and consumer responsibility, vulnerable consumers, tackling exclusion and delivering better outcomes for all consumers. The FCA also raises the possibility of introducing a new duty of care for firms into its handbook.

The consultation closes on 5 February 2018 and a final publication will follow later in the year.

The consultation can be viewed at: bit.ly/2jyWb4A
HALIFAX

COVEA REGAINS ITS HALIFAX QUIZ TITLE

Eleven teams competed in this year’s Insurance Institute of Halifax annual quiz, ‘Judge Fudge and the Arbiters’ finishing as clear winners. It looked like being a very close contest with only two points separating the top two teams after the first round. The teams this year were competing for the Martyn Foulds Memorial Trophy. The trophy was kindly donated by Ian Walker of the Bradford Institute, in memory of our sadly missed friend and past President Martyn Foulds, who died suddenly at the end of last year. A raffle was held during the break for a pie and pea supper, which raised £120 for the Insurance Charities.

GUILDFORD

YOUNG PROFESSIONALS CONTINUE TO GROW

The Insurance Institute of Guildford young professionals group continues to go from strength to strength, with its second event held in November, themed for Halloween. The primary focus of the event was to unveil the group’s plans to launch a cross-business mentoring programme, linking up young professionals in the area with an experienced mentor. Held at a rustic pub in Guildford, the group discussed what a mentor/mentee relationship should entail and what the programme should look like going forward. “The event was really enjoyable and it was interesting to learn more about how mentoring will work in the Guildford area,” said Katie Pitman, of Allianz. The mentoring programme will launch in the new year but not before a Christmas social finishes off 2017.

BIRMINGHAM

ACHIEVERS CELEBRATE THEIR EXAM SUCCESS

Local insurance and financial services professionals came together to celebrate their latest achievements at Birmingham Insurance Institute’s (BII) annual presentation evening. A group of members who have passed exams in the past 12 months were invited to the city’s Council House Banqueting Suite to be presented with their certificate. The BII also presents prizes to its most meritorious completers in the given period and two of the recipients were in attendance to receive their awards: James Baird FPIFS, Cert CII (MP) for The Most Meritorious Completion of the Advanced Diploma in Financial Planning; and Eleanor Smith Cart CII for The Most Meritorious Completion of the Certificate in Insurance. Other prize winners were Ian Yeomans for The Most Meritorious Completion of the Certificate in Financial Services; Jasmine Stewart for The Most Meritorious Completion of the Diploma in Insurance; Lawrence Gudge for The Most Meritorious Completion of the Diploma in Financial Planning; and Alistair Warden for The Most Meritorious Completion of the Advanced Diploma in Insurance, together with the Barbara Smith Memorial Prize. Nikki Southwick-Gough, BII president commented, “The Council House is a wonderful venue, which lends the event a great sense of occasion. It is heartening to see so many members who are working hard on their professional development.”

MID-KENT AND READING

INSTITUTES HIGHLY COMMENDED BY THE INSURANCE CHARITIES

Two UK institutes, Mid-Kent and Reading, have been formally recognised by The Insurance Charities for their hard work and effort in raising awareness and funds for the charity. Mid-Kent raised an outstanding £5,100 during the year, but received the ‘highly commended’ certificate not for the amount raised, but for the significant increase in fundraising activities from previous years. Reading also received a ‘highly commended’ certificate for its proactiveness in raising awareness of the charity in the last year. Having appointed a charities awareness officer, Kerry Mills, at its 2016 AGM, Reading set about engaging with its members and the local insurance and financial services community by hand delivering the insurance Charities Awareness boxes in time for Charities Awareness Week. The Institute also regularly posted about the charity on its Facebook and Twitter pages and created a leaflet about the charity as well as its own charity fundraising draw. Funds raised from the monthly draw and key events, including the institute’s annual dinner, saw it raise £2,334 for the charity. The Insurance Charities, first established in the City of London in 1902 as The Insurance Clerks Orphanage, now provides help and support to insurance, and insurance-related employees and their families.

Visit www.theinsurancecharities.org.uk

MANCHESTER

FAST TRACK ACII

At the beginning of 2017, the insurance Institute of Manchester (Im) launched its flagship ‘Fast Track ACII Programme’ to a select group of students. Less than a year on, three ACII modules have been completed and those involved are looking forward to a well-earned break over Christmas.

This programme was launched in response to feedback from Im members about what they wanted from their local institute. Many students undertaking their insurance exams passed their Certificate & Diploma qualifications easily enough, but found the ACII subjects much harder and often received limited support from their employer. They were looking to their local institute for support and often this was not provided or was too general to be of use.

The Im wanted to offer a solution and designed a programme that would provide students with a structured programme of learning, taking them through core subjects needed to pass the qualification, but also offering additional mentoring and support. The end goal being that at the end of the two-year programme, 14 students would have achieved their ACII.

At the end of the first year, the Manchester institute could not be happier or prouder of what the group has achieved. The group quickly bonded despite different ages, backgrounds and experiences – with a diverse mix of backgrounds and job roles meaning the group members are also learning from one another.
THE INTERVIEW: SIR CLIVE WOODWARD

SIR CLIVE WOODWARD

On the field
Sir Clive’s rugby union playing career included time at Harlequins, Leicester Tigers and Manly, and 21 caps for England.

World class
He was director of sport for Manly in Australia, Beijing 2008, Vancouver 2010 and London 2012 Olympic Games.

High performance
Clive is the director of rugby at Toulon, which aim to become a world-leading high-altitude performance centre, based out of 3,000m in Tignes, France.

WINNING MENTALITY

Rugby World Cup-winning coach Sir Clive Woodward speaks to Luke Holloway offering an insight into his methods and how they apply to the business world

“A great team is made up of great individuals. Once you’ve got those individuals on your team, what can you then do to make those people better?” he asks. “You need individual training plans – not the same for everybody – and really focus on making every individual. No matter how talented someone is, you should always aim to make them better.”

Being a good boss certainly does not include dictating every decision and for Sir Clive, it is important that people know the team goals, but crucially, the reasons behind what they are working towards. “Take people on that journey with you. Don’t just tell people, this is what we’re going to do”, and that’s it. You have to bring them in and tell them why you’re going to do it this way and when they have an opinion, it is important to listen.

“If people understand why they’re doing it, they’re going to make the overall performance better and the team more successful, people will work better. The ‘why’ is the most important thing.”

TALENT AS A STARTER

New talent is something the insurance profession is now placing huge emphasis on and both trading and developing talent has been key to Sir Clive’s success. “I don’t think you can ever spend enough time, effort or money on trying to get the right talent into your team. Despite that, having the right talent must be seen as the starting position, not the finishing position.

“I believe in throwing everything at a task, every ounce of effort. Work as hard as you possibly can and people will follow you.”

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though for employers to really invest in the apprentices and make sure that they are treated as full and equal members of the team. A lot of time and effort has gone into graduate programmes and now is the time to replicate and improve on that for apprentices. It is important to give the grassroots the correct support to become thriving talent for the business and the industry.

WHAT ARE YOU LOOKING TO DO NEXT?
For now, I am striving to learn a lot within my role. It is broad and open, which means I have plenty of room to learn and develop. I am very keen to step into lobbying on issues that I have a personal passion for such as diversity and inclusion, and mental health. Outside of my role, my next steps are to drive the ASSET network. ASSET is the first apprentice network for all insurance apprentices – past, present and future. Its aim is to provide nationwide support and network for all. Apprenticeships are the way forward, so what better way to influence companies, support individuals and share best practice then to create a network for that to happen?

HOW ARE YOU PROMOTING APPRENTICESHIPS IN YOUR BUSINESS AND BEYOND?
In my business, I make it my mission to engage with all new apprentices. I like to let the network know I am always around to talk with, bounce ideas off of, and to support them. Outside of my office, I promote apprenticeships through ASSET and also by going and talking in schools, at events and in the media.

APPRENTICE OF THE YEAR – 12 MONTHS ON

This time last year, Samantha Eustace had just scooped the Apprentice of the Year award as part of the CII’s Apprenticeship Live campaign. We found out where her journey led her next...

WHEN DID YOU COMPLETE YOUR APPRENTICESHIP?
My apprenticeship finished in August 2017 and I moved from operations to corporate affairs.

HOW HAS YOUR CAREER PROGRESSED?
I started in the operations department, with a significant amount of interaction with our global corporate underwriting floor across a 15-month period. I then moved into a project management role for a team transition. I trained a new team of six people to perform a variety of tasks. I also managed the KPIs and analysed the data behind project outputs. I then moved into the corporate affairs team to sit across PR and communications, public affairs and corporate responsibility. I now work with politicians, journalists and other stakeholders to deal with topical matters affecting our business, while promoting Zurich.

HOW ARE YOU PERCEIVED IN THE BUSINESS NOW VERSUS WHEN YOU STARTED THE PROGRAMME? AND HOW ARE YOU PERCEIVED AGAINST THE GRADUATES?
Since starting in 2015, I have made it my mission to create a strong personal brand. I get involved in a variety of networks to help promote positive change and this has made me a more recognised individual in the workplace. Now, I am just another employee wanting to work hard and provide a good output. I am not seen as any different to others because of my apprenticeship route. I find myself giving new graduates advice on starting out in their career and getting to know the business. If you have confidence and do a good job, it doesn’t matter how you came into the workplace – it only matters how hard you are working and how you are delivering on your objectives.

WHAT ADVICE WOULD YOU GIVE TO COMPANIES LOOKING TO GROW THEIR APPRENTICESHIPS?
In my experience, apprentices are always incredibly enthusiastic and willing to work very hard. It is important

Interested in learning more about apprenticeships and introducing them in your business?
Use our simple registration process via: bit.ly/2z3fnR5

Caspar Bartington is relationship manager for education at the CII.
Having launched the CII Strategic Manifesto, we felt it was vital to engage with members and non-members throughout the country as we figure out how to bring the new purpose and vision to life. During the summer, we worked with specialist research agency Ignition House and their director, Janette Weir, to uncover the opinions and expectations of many segments of the insurance sector workforce — from tech-savvy enthusiasts embarking on their careers to highly experienced owner-managers approaching their fifth decade in the profession.

In addition to some tailored questions in the member survey, this involved a series of focus groups held up and down the country.

The research generated a number of vital and thought-provoking insights, which are being used to set our priorities under each of our key strategic themes — relevant learning, engaged membership and insightful priorities under each of our key strategic themes — and here we share these with you.

### INSURANCE IS THE ‘BEST KEPT SECRET’ IN THE FINANCIAL SERVICES SECTOR

Is insurance a career of choice? Does it attract top talent? We heard accounts of ‘falling into’ insurance and surprise reactions from those outside the sector regarding the depth and breadth of roles and skills required. The consensus is that it is a fulfilling, rewarding career, with longevity.

As a reminder of how the industry contributes to the economy, one passionate CII member told us: “We [the industry] are a big footprint in the City but there is no recognition that we are this many people and we are contributing this much to UK GDP.”

**Key insights included:**
- Outside the sector, many are ignorant to the variety of jobs and skills and of the importance of this industry both in the UK economy and internationally. There are lots of good news stories to tell.
- We should be doing more to promote the sector to young people through greater awareness with schools and universities.

### JUST EXAMS, OR SO MUCH MORE?

“Why on earth would I want to keep paying once I’ve got my qualification?” asked a young Lloyd’s underwriter.

This reflected a widespread perception that the CII is an outstanding, credible and well-established examinations body.

**Key insight included:**
- The fragmented nature of the industry means many do not have access to mentoring programmes — could the CII step in to fill this gap?
- Addressing the issue of impact on future career paths, creation of a skills map would be helpful to understand how people can advance in their career.

A non/lapsed member in their early career told us: “You need to know what jobs you can get once you get a qualification. Their [the CII] need to show a career path for people.”

**Key insight included:**
- The format of CII learning materials is designed for one learning style and needs to adapt to keep up with developments in the market.
- We have all heard the buzzwords ‘artificial intelligence’, ‘big data’ and many more. These emerging big trends will affect the sector and impact the jobs and skills that will be needed. To ensure we are fit to respond soft skills, IT skills and understanding technologies were themes suggested that we might want to consider for inclusion in qualifications.

### HOW QUALIFICATIONS AND CPD DELIVER CAREER DEVELOPMENT

Completing CII qualifications signals commitment and can help get better paid jobs with other employers. Some questioned the impact of qualifications on future career paths and how they helped progression with current employers. Surprisingly, many who have reached the pinnacle are not actively promoting their designations.

**Key insight included:**
- The CII needs to show how to support members post-completion.

### FEEDBACK LOOP

The CII reached out to members to understand how best to bring its Strategic Manifesto to life. Cristina Biagioni looks at the key insights...

**H**aving launched the CII Strategic Manifesto, we felt it was vital to engage with members and non-members throughout the country as we figure out how to bring the new purpose and vision to life.

**FOCUS GROUPS**

137 PEOPLE INVOLVED IN FOCUS GROUPS:

- 64 MEMBERS
- 47 NON-MEMBERS
- 17 CONSUMERS

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**21ST CENTURY LEARNING FOR 21ST CENTURY JOBS**

We have all heard the buzzwords ‘artificial intelligence’, ‘big data’ and many more. These emerging big trends will affect the sector and impact the jobs and skills that will be needed. To ensure we are fit to respond soft skills, IT skills and understanding technologies were themes suggested that we might want to consider for inclusion in qualifications.

**Key insight included:**
- Our course content is deemed to be too distant from the needs of people’s day-to-day jobs. Content needs to be adapted to reflect the changing roles and the CII is currently seen as being behind the curve on some emerging trends. Suggested areas for the CII to take more of a leading role include: cyber insurance, risk management and behavioural economics.

We also explored preferences for learning.

**Key insight included:**
- The format of CII learning materials is designed for one learning style and needs to adapt to keep up with developments in the market.

**CORPORATE CHARTERED STATUS TO REDISCOVER ITS PURPOSE**

We have come a long way since launching corporate Chartered status in 2007, however to enable corporate Chartered status to reach its full potential the CII needs to do more to promote the advantages of becoming a Chartered firm and improvements need to be made to increase the resonance with consumers and clients.

We have been on a journey of discovery over the last few months which have given us some fascinating insights that will help guide us and shape our products, services and proposition. Thank you to all of those who were involved in our focus groups or contributed to the member survey.

Cristina Biagioni is project office manager at the CII
Your Qualifications brochure...

Make your New Year’s resolution to progress with your learning and demonstrate to clients and professional peers, your commitment to professional development.

Including both the insurance and personal finance frameworks, the new brochure presents qualifications in a concise and easily digestible guide. Whether you’re just beginning and want to know the best learning pathway to get your career started, or a seasoned professional striving for Chartered status, we’ve got you covered.

We’ve made it easy to find what you’re looking for online. Every section of the brochure includes short website links that will enable you to quickly find out more information on what you’re reading and clear signposting on starting the enrolment process.

The new design makes it straightforward to see which qualifications and their respective units go together to help you progress to the next level. Clear pathways leading all the way to Chartered and Fellowship status are included with popular unit pathways highlighted throughout, helping you navigate the options available when it comes to recommended unit combinations.

Professional body membership is a vital component of any professional’s career development. This is reflected in the importance placed on joining a community of like minded professionals, and the benefits of undertaking your continuing professional development with the Chartered Insurance Institute.

Our new branding aligned our societies, faculties and institutes to reflect a shared purpose of driving confidence in professional standards. The new qualifications brochure stays true to this clear objective and its transformation represents a step towards uniting the profession through our shared purpose.

What do you think of the new look?

Let us know via Twitter and post your comments including @CIIGroup

View the 2018 Qualifications brochure and plan your next steps: cii.co.uk/brochure

...but not as you know it
THE BAD HABITS OF AI

Duncan Minty examines the increasingly urgent need to address gender bias in artificial intelligence

Insurance is starting to be transformed. Many insurers have to understand, claims and distribution are being remodelled. This transformation is being powered by the massive amounts of data we are producing as part of our everyday lives.

Success is measured not by the size of that data, but by the insight you can draw from it. For this, insurers are using a variety of tools under the heading of artificial intelligence (AI). Algorithms are one such tool, being a heading of artificial intelligence (AI).

Three trends are worth noting. AI lies in identifying the unconscious element that often underlies those conscious decisions. A common denominator here is the vast amount of historical data. For machines to learn, they must first be trained on historical data.

THE SPREAD OF ALGORITHMS

Underwriters are using algorithms to expand the risk factors that influence quotes and to reduce the questions needed for a quote. Claim people are using them to reduce the time to settle claims and to spot fraudulent claimants. And marketing people are using algorithms to personalise marketing campaigns and predict consumers’ behaviours.

Three trends are worth noting. AI introduces a more automated level of decision making. It also pays attention to the feelings and contexts that influence our decisions. And it is using machine learning to convert social media chatter into virtual identities.

The common denominator here is the vast amount of historical data needed to create this automated reality. This comes from the decisions and opinions we make in our online lives. While many of these will be conscious decisions, the cleverness of AI lies in identifying the unconscious element that often underlies those conscious decisions.

GOOD AND BAD DECISIONS

If you train an algorithm on historical data, it will learn not only the good decisions we have made, but the bad decisions as well. It will learn the biases in society.

Research published in the April 2017 edition of the journal Science illustrates this. Researchers looked at an AI tool called ‘word embedding’, which is transforming the way computers interpret speech and text. What they found was that word embedding helped an algorithm learn how words for flowers were clustered around words linked to pleasantness, while words for insects were closer to words linked to unpleasantness.

Propagating gender bias across insurance decisions could result in women paying more in premiums, receiving less in claims settlements and facing a greater exposure to mis-selling. Such detriment will vary from insignificant to significant, from occasional to widespread. That is missing the point though. Gender bias in algorithms is illegal. It is just as illegal in digital decisions.

WHAT SHOULD INSURANCE DO?

Insurance firms should work together on a structured response to the challenge of gender bias. Key principles should be adopted and business leaders should publicly emphasise the need to follow them. Tools for testing historic data and algorithms for discriminatory features should be adopted. Responsibilities should be allocated and training providers, suppliers and business partners should be told to follow suit.

Individual professionals should keep in mind their obligation to work in the public interest and to uphold the Code of Ethics. Understanding the challenge and how it might affect their particular line of business is a natural continuation.

Many insurance leaders are extremely concerned about how trust could influence their firm’s growth. Tackling gender bias in automated decisions is an issue that needs to be part of every insurer’s trust agenda.

But surely insurers already have controls in place to guard against such bias? Only to a degree. Two trends make this a real risk for insurers. Firstly, some of the insight that AI generates will come from real historical data, while some will be ‘manufactured’ from the clusters of correlations that algorithms identify. And secondly, both those real and manufactured insights will then be injected into automated decision making, the workings of which become more complex and opaque.

The challenge this presents is to ‘black box’ processes giving insufficient consideration to ethical concerns. Detriment blends into the normality of busy firms using complex systems. Complexity may be the new norm, but that does not mean gender bias should be so too.
Contingent business interruption insurance and contingent extra expense coverage is an extension to other insurance that reimburses lost profits and extra expenses resulting from an interruption of business at the premises of a customer or supplier. The contingent property may be specifically named, or the coverage may blanket all customers and suppliers. CBI insurance is also known as contingent business income insurance or dependent properties insurance.

Source: IRMI
The local authority in New Orleans imposed a mandatory evacuation of the city, which was not lifted until the end of September. OHE suffered significant business interruption (BI) losses due to both the damage caused to the hotel and the evacuation of the surrounding area. The case set the standard for CBI claims.

Back in 2011, after the Japan earthquake and tsunami, just one motor manufacturer, Mazda, which had not necessarily appreciated the cost of 315 catastrophic events, claimed about $65mn alone for CBI losses because its supply chain was disrupted.

Again, in 2011, floods in Thailand proved immensely costly with some unexpected CBI claims. Lloyd’s alone put the overall claims at more than $2bn. At the time, insurers admitted they had not necessarily appreciated the aggregation of having so many insureds vulnerable to the same catastrophe, while the onward impact to the global supply chain had also been largely underestimated.

As one risk organisation admits when discussing CBI with insureds: “Your insurer may not have contemplated such scenarios when writing the policy.” Surely the question is why not?

### How CBI works

For example, a company with yearly revenues of $575mn generates $1mn of revenue per day on average ($500k a day). If a major earthquake hit the facility and it was down for one week, then its lost revenue would effectively be $14mn ($2mn x 7 days). Note that this calculation is a simplified approximation that assumes all days are equally important and does not account for seasonality (such as when retailers ramp up production in anticipation for the holidays).

### How CBI works

Let’s say one of your clients has a production facility in Japan that assembles cars. This manufacturer has a supplier in Florida that makes engines (this immediate supplier is often referred to as a tier one supplier), and the engine maker has its own supplier in Italy (a tier two supplier) that produces a custom gasket. If the Italian supplier is hit by a major earthquake that results in three days of downtime, this event could ultimately prevent the manufacture of an engine for which the Italian supplier was responsible. This disruption would then flow through the supply chain to the production facility that is the CBI risk.

The following table shows figures from the World Bank Group’s report, “Managing the Risks of Business Interruption: Lessons from the 2011 Japan Earthquake and Tsunami”, which highlights how CBI can be quantified:

**Table 1: Cost of 315 Catastrophic Events in 2016, with Just $54bn Insured**

<table>
<thead>
<tr>
<th>Event</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquake</td>
<td>$95bn</td>
</tr>
<tr>
<td>Tsunami</td>
<td>$8bn</td>
</tr>
<tr>
<td>Earthquake and Tsunami</td>
<td>$103bn</td>
</tr>
</tbody>
</table>

The total cost of these events is estimated to be $210bn.

### Reflected on History

Patrick Okolo offers some thoughts on Black History Month 2017

Every October, the UK celebrates black history month. First celebrated in the UK in 1987, this year marks 30 years of celebrating black history, culture and heritage.

Being a man of black ethnicity, it was a time to reflect for a brief moment to see how far we have come and what we can look forward to in the future. I was told as a child that I had to work three times as hard to prove myself because I am black, and that I had to exceed my peers to be able to come close to a somewhat successful career.

When I started in the industry a long time ago, all the regulatory modules I had to complete frequently included people who did not visually represent the workforce. I remember the first time I saw a black person on one of the modules, recalling myself smiling with just a little pride. It felt like black people were beginning to gain recognition for the first time. It was a big deal to me and I’m sure also applies to many like me, but who choose to stay silent on these matters.

### Privilege is Invisible to Those Who Have It

At senior levels, we have people that are adequately qualified and experienced. But surely there are also people equally qualified from the black majority, who work in the insurance industry and could offer as much or maybe more by virtue of their diversity.

We have thankfully made progress in recent years in respect of gender equality, as we now have more women in senior positions. That is something I welcome wholeheartedly, being a father and knowing my daughter can one day look at these women as role models.

Anti-discrimination, equity, inclusion and diversity now constitute a big topic in the workplace and I am extremely happy we are moving forward as a community and addressing these issues.

The ideal future for me is one where anyone who looks at pictures of the boards of senior management in the insurance industry is able to relate to at least one person on them.

### Role Models

There were a number of black speakers at the black history events in October who are in senior roles in our industry. My question was: how come I never see these senior black speakers as they are quite visible when multinational or global insurance companies hold roadshows or events? The stats on get uk shows that only 5% of black workers are in managerial, senior official or director positions, compared to 11% of white workers – so that explains that disparity. Which led to so many more questions...

One quote from an event I attended was, “Privilege is invisible to those who have it”. This means all we all have blind spots when it comes to challenges that do not affect ourselves but perhaps affect our colleagues. Things such as access to an office if you have a physical disability, worrying about how to describe your same sex partner when you have not come out yet, or if you’re not white, questions like, “No, but where are you really from?” That is one I have been asked many times.

At senior levels, we have people that are adequately qualified and experienced. But surely there are also people equally qualified from the black majority, who work in the insurance industry and could offer as much or maybe more by virtue of their diversity.

We have thankfully made progress in recent years in respect of gender equality, as we now have more women in senior positions. That is something I welcome wholeheartedly, being a father and knowing my daughter can one day look at these women as role models. Anti-discrimination, equity, inclusion and diversity now constitute a big topic in the workplace and I am extremely happy we are moving forward as a community and addressing these issues.

The ideal future for me is one where anyone who looks at pictures of the boards of senior management in the insurance industry is able to relate to at least one person on them.
ARE YOU CLICKING WITH CUSTOMERS?

Ecclesiastical Insurance investigates how brokers are interacting with customers and how new communications channels can help drive business growth

In 2017, Ecclesiastical commissioned a series of research projects to gain a deeper understanding of the support brokers want from insurers, enabling Ecclesiastical to provide tailored solutions to its broker partners.

The latest piece of research focused on customer contact. In a competitive market, differentiation can be a challenge. With this in mind, the research examined the way brokers interact with their customers to strengthen relationships and deepen their own knowledge of the markets they operate in.

The research found that two thirds (64%) of brokers were happy with the level of engagement they currently have with their customers, however a third (33%) admitted they do not have enough time or people to dedicate to relationship building.

It also found that entrepreneurial brokers are finding new and more efficient ways to engage with customers. Some 41% said they had used email to reach customers for the first time in the previous 12 months and a fifth said they had used social media channels Twitter (21%) and LinkedIn (22%) as new ways to reach out to customers.

Think Smart
Adrian Saunders, commercial director at Ecclesiastical, comments: “Regulation changes, such as the impending Insurance Distribution Directive (IDD) and General Data Protection Regulation (GDPR), coupled with increased competition, can put real strain on a broker’s resources.

So being smart about how and when they contact customers can be a real advantage. Email and social media are great tools to reach high volumes of potential and existing customers.”

However, almost a third (29%) of brokers told Ecclesiastical they only contact their customers once a year and the majority only make contact to discuss renewals or upsell products.

“It can be tempting to just push out sales messages and hope you get a few sales but, particularly in the social media arena, being part of the conversation, demonstrating your own expertise in the market and building those key relationships can be much more fruitful and provide more opportunities to grow your business in the long term,” explains Mr Saunders.

Being specialist and expert is something that Ecclesiastical has used to its own advantage, carving out a reputation for its in-depth knowledge in its core markets: charity, heritage, education, art and private client, as well as the schemes market.

“With our specialist insurer and our strength is our expertise in our niches, which enables us to provide real, compelling solutions to clients, backed up by commercial insight on the issues and risks they face. The expertise of our teams can be a real benefit to brokers and can be tapped into for the benefit of the client,” says Mr Saunders.

Social media can be a rich source of information on the issues and context of specific customer groups, as well as potentially opening up a whole new customer base. Even the smallest of brokers can reach potential customers across the whole country, quickly, easily and cost effectively.

Mr Saunders explains: “From talking to our brokers, we know that social media is an area they would like to explore but often don’t know where to start. So we’ve been working with experts in this field to develop a range of tools to support our brokers and provide solutions they can easily implement in their own businesses.”

Some 29% of brokers said they wanted help with social media from their insurance partners, so Ecclesiastical has released a series of tools to help brokers develop their own social media channels. The kit includes a tips sheet for brokers who are looking to develop and boost their LinkedIn profiles, and a short video on how to use PR and social media to boost your business.

“We’ve listened to the feedback from our broker partners and are finding new ways to support them. Alongside these tools, we are also working with some of our brokers to deliver an accredited introductory training course with the Chartered Institute of Marketing, which will equip them with a recognised social media qualification and the confidence to develop their own social media plans,” concludes Mr Saunders.

The research was commissioned by Ecclesiastical in March 2017 and undertaken by independent research company Field & Forward on a panel of 250 brokers from across the country. A quarter of the brokers were surveyed by telephone.
BREAKING NEW GROUND

Luke Holloway investigates how artificial intelligence is about to revolutionise the motor claims sector

The move towards artificial intelligence (AI) powered driverless cars received a new thrust of momentum recently with the Budget announcement of £400m investment for electric vehicle infrastructure, a £40m boost for driverless car research and development, as well as removal of legal constraints and rules that apply in many EU nations.

But, before driverless cars, he said, cars need to become electric. Russell Goodenough, client managing director, Transport Sector at Fujitsu, says: “The future of transport is notoriously difficult to predict; however, we’re seeing a clear move towards increasingly connected and autonomous cars becoming the norm in just a few years’ time.”

“The latest announcement from Chancellor Hammond is yet another indicator of the UK’s commitment to accelerating the pace of change and the government’s intention to secure an instrumental role for UK business in the industry’s future.”

AT THE CUTTING EDGE

But where use of autonomy is yet to become commonplace in society, insurers are already ahead of the curve, using the very latest in cutting-edge technology to deal with claims, policy premiums and fraud.

Tractable is a deep learning company specialising in computer vision and focused on claims automation. The firm’s proprietary AI algorithms assess auto physical damage from photos just like human experts and their products reduce fraud, waste and abuse while transforming the claims value chain and customer experience.

The firm’s CEO Andrew Bennett says: “The technology currently available can completely change the claims process by detecting legitimate incidents and, more importantly, it can immediately identify fraudulent claims. This rapid and accurate model can recreate the accident using the collected data and then produce accessible on-demand reports that can be accessed via a customer portal.

“When crash does occur, our tech enables the customers experience to be the best it can be and the insurer’s exposure to be minimised, by enabling the right decision to be taken over liability much more quickly than ever before.”

FUTURE NOW

So, the path towards autonomous vehicles appears clear and closer than ever to coming to fruition. With new technology and algorithms now taking vast quantities of data and turning that into real, actionable AI, accident rates will decrease, fraudulent claims will be minimised, ultimately leading to cheaper premiums and effortless motor insurance claims.

Mr Bennett concludes: “Telematics technology and the way we apply it will ultimately reduce the frequency and severity of accidents. It will simply mean better customer propositions can be developed and we can ensure insurance remains affordable in the context of ever more sophisticated vehicles.”

“In 2018, we expect the first insurers starting to really onboard telematics claims and taking benefit from the severity as well as frequency cost reductions. We believe we’re at the start of something groundbreaking.”

80% OF GLOBAL INSURTECH FUNDING IS CURRENTLY IN THE US

£40m INVESTMENT FOR DRIVERLESS CAR RESEARCH AND DEVELOPMENT IN THE UK

But senior business development and product manager for Tractable in Europe, Jan Moehlmann, tells us: “The technology we have now is extremely powerful and can impact the entire value chain. We have already begun to demonstrate that we can facilitate significant savings by reducing friction in the motor claims handling process with use of our AI algorithms.”

“Every player in the motor collision ecosystem benefits; not just the body shops and the insurance companies but also, and perhaps most crucially, the policyholder.”

The technology now being used helps to remove friction in the motor claims handling process, leading to lower costs, shorter cycle times and immediate feedback when filing a claim. It also gives insurers the ability to cost effectively review every single claim, flag inconsistencies and therefore fight the fraudsters.

Mr Moehlmann continues: “Tractable just won the award for the ‘insurtech with most strategic impact’ at the Digital Insurance Agenda in Munich, one of the largest insurtech conferences. This is because we are helping insurance companies tackle these challenges. "The policyholder is arguably the biggest beneficiary in all this. With our technology, insurers can not only keep their costs in check but also offer a superior claim experience. This ultimately results in a better insurance product, better coverage and better service, all at a lower price. Win-win.”

MACHINE LEARNING

At telematics innovation company ITS, new technology is helping match driving attitudes to real outcomes and, more than ever, help drivers to avoid becoming a statistic.

Working with Microsoft Azure, the firm is developing technologies such as machine learning which, combined with telematics data, can create accurate prediction models.

ITS is applying machine learning to the impact data received from the telematics units to predict if the data received indicates a true accident or not. This has the capability to generate an accident notification within minutes that can be used by insurers to contact the policyholder as soon as an accident is detected.

The firm’s CEO Andrew Bennett says: “The technology currently available can completely change the claims process by detecting legitimate incidents and, more importantly, it can immediately identify fraudulent claims. This rapid and accurate model can recreate the accident using the collected data and then produce accessible on-demand reports that can be accessed via a customer portal.

“When crash does occur, our tech enables the customers experience to be the best it can be and the insurer’s exposure to be minimised, by enabling the right decision to be taken over liability much more quickly than ever before.”
Nobody is suggesting that insurance non-executive directors (iNEDs) should be two-faced, but their prominence in the world of corporate governance has been growing during recent decades and is set to continue.

Like the Roman god, Janus, traditionally depicted with two heads or two faces, simultaneously looking backwards and forwards, let’s recap on the past and see what is in store for iNEDs as we move into a brand new year.

In 1992, the Cadbury Report, Financial Aspects of Corporate Governance, set out recommendations on the arrangement of company boards, including those relating to the value, number and roles of NEDs.

Subsequent codes led to the publication of the Higgs Report on Non-Executive Directors in 2003. Higgs required NEDs to challenge and contribute to the development of strategy and to scrutinise and monitor performance of management in meeting agreed goals.

Higgs argued that NEDs should determine executive directors’ remuneration, appoint as well as remove senior management and possess personal attributes of independence, impartiality and integrity.

More recently, the Prudential Regulation Authority (PRA) has developed a focus on personal accountability. It argues that board members should be held individually accountable for their responsibilities. Under its Senior Insurance Managers Regime, the PRA “will hold all senior managers, including non-executive directors, to a clear standard of behaviour and they will take action where senior managers fail”.

The Financial Conduct Authority (FCA) also maintains that “having individuals within firms being held personally accountable for their work has been shown to affect outcomes positively”.

In parallel, the UK Corporate Governance Code states that except for smaller companies (below FTSE 350 size), at least half the board, excluding the chairman, should comprise independent NEDs.

**FUTURE EXPECTATIONS**

So how can today’s iNEDs acquaint themselves with such onerous responsibilities and expectations? One answer lies within The Worshipful Company of Insurers’ iNED Forum programme. Building on its five-year history but with an eye to the future, the 2018 series of educational events, accredited by the CII, is designed to assist iNEDs with their professional development.

The first two iNED Forums will confront regulation head on. In February, experts will concentrate on the General Data Protection Regulations and offer an explanation of the FCA’s revised Senior Managers & Certification Regime and the Insurance Distribution Directive.

In April, representatives of both the PRA and FCA will take to the platform at the CII’s Great Hall to present an update on insurance regulations.

iNEDs whose firms operate delegated authorities, or managing general agents, will hear from carriers, brokers and Lloyd’s ‘regulators’ in June about key aspects of such business acquisition.

Talking of business, EY will analyse the London market’s latest trading results at a workshop in July.

Following 2017’s spate of natural catastrophes, iNEDs will be made aware, in September, of how boards should respond to such events.

In November, a distinguished panel of underwriters, brokers and a leading market association representative will offer views on the direction of the market in 2019.

Like Janus, the 2018 iNED Forum programme will draw on past experience to enable iNEDs to perform better in the future.

_Terry Hayday is chairman of the WCI iNED Committee_
LEADING FROM THE FRONT

Increasing regulation, the GDPR and Brexit are all putting directors at higher risk of investigation than ever before.

Sam Barrett explains why cover is essential.

A few directors would dispute that it’s tough at the top, especially as the regulatory focus increasingly shifts to the individual rather than the company. Against this backdrop, having the right cover is essential.

The findings of Directors Liability: Entering unchartered territory, the annual survey conducted by Willis Towers Watson and Allen & Overy, highlight the issues senior executives are facing. It found that a third of respondents had experience of a claim or investigation involving a director of their company. Up from 27% a year before. “Other trends have come into the spotlight on the senior executives within banks, building societies and investment firms.”

While there are still only a handful of investigations underway, it has helped to set the tone across the sector. For example, the number of investigations the Financial Conduct Authority (FCA) has opened against individuals has increased from 62 in 2015 to 152 in 2016.

Frances Kean, executive director at Willis Towers Watson, says there has been a marked shift in the regulatory stance. “It’s much more likely to place an individual under investigation, without there necessarily being the evidence that would lead to enforcement,” she explains. “It wants to get directors to take the regime more seriously.”

The number of investigations could be on the up too. While the SMCR only applies to about 900 firms, its remit is being extended to all 47,000 FCA authorised firms at some point in 2018/2019.

EMERGING RISKS

New risks are emerging too, with both cyber and data protection issues on directors’ agendas. “It’s no longer an IT issue, it’s a board issue,” says Lawson Cailey, partner at Allen & Overy. “The board is squarely in the crosshairs of the regulators and shareholders if it can’t demonstrate it’s taken responsibility for cybersecurity.”

While TalkTalk’s £400,000 fine from the Information Commissioner’s Office in 2016 will have sharpened many directors’ minds, the introduction of the GDPR and Data Protection Regulation (GDPR) next May will increase awareness still further. Under this, the cap on fines increases from £500,000 to 4% of global turnover.

However, George Melides, head of management liability at Zurich Insurance, says this might not be the case. “A recent report from Forresters suggested that 80% of firms won’t comply with GDPR when it is introduced, with half of these intentionally taking this position having weighed up the cost and risk of compliance,” he explains. “Directors could leave themselves open to lawsuits.”

What is particularly concerning, according to Mr Kean, is the fact that the UK government is looking to take directors’ responsibilities around data breaches even further than the EU regulations. Section 177 of the Data Protection Bill 2017 refers to the responsibilities of directors and states that the individual will be liable alongside the corporate body where the offence has been committed with their “consent, connivance or neglect”.

BREXIT RISK

Political issues also feature among directors’ concerns, with 58% of respondents pointing to Brexit as one of the most significant risks to their business.

Although there is still plenty of uncertainty around the shape of the business environment when the UK does leave, Andrew Coleman, an underwriter at QBE, says there is the potential for legal action. “Shareholders could turn to directors and say they haven’t taken appropriate action for the regime,” he explains. “They must be able to show they’ve looked at the implications for the business.”

Given the increased liability they face from all these risks, directors need the certainty that their insurance provides adequate protection. “Directors must ask the questions themselves,” says Mr Kean. “The board often assumes the directors and officers (D&O) insurance is the company’s responsibility, but they shouldn’t just assume it’ll be alright. The interests of the company and the individuals may not always be aligned, especially after a director’s left.”

Among the areas he highlights for directors’ attention are how the D&O insurance policy is worded, as ‘where the offence has been committed with consent, connivance or neglect’. “This means the policyholder must demonstrate to their insurer that there is a legal duty to have insurance in place,” he explains. “If the right cover isn’t in place, the insurance company can prove that consent, connivance or neglect didn’t happen.”

The FCA has opened 152 investigations against individuals in 2016.
A HELPING HAND

Some 62% of those living in the UK can name at least one relative who has been in the military, past or present, so looking after the insurance needs of this group specifically would impact many lives. However, it seems the insurance sector has been slow to pick up the challenge.

Insurance generally pride themselves on providing a helping hand and when it comes to the military, or veterans, that helping hand is extended that bit further. So, it was something of a shock when Military Mutual last year discovered that 72% of military families said general insurers do not meet their specific needs—a figure that rose to 60% among serving personnel.

Other findings included:
- Only 25% of those serving and 22% of veterans believe insurance companies fully meet their needs as a current or former member of the military.
- Insurance companies are not seen to be very good at supporting the families of those that are serving—29% overall agreed. This rose to 18% for immediate families of those serving, 31% for those in active service and 30% for veterans.
- More than one third of those currently serving (34%) felt that “it’s never straightforward and I’m busy so I sometimes don’t get any cover even though I know I should” (15% overall).
- Just 14% of those serving (22% overall) said they didn’t have difficulties when it came to taking out insurance. Furthermore, only 9% of those serving (10% overall) said they fully understand their policies and are fully happy with them all.

In 2014, only 47% of the Military Family who held any form of insurance said the general insurers they had recently dealt with had fully met their needs as a current or former member of the military. At the start of 2017, it had fallen to 33%.

Square Pegs
Major General (Ret’d) Sir Sebastian Roberts, chairman of The Military Mutual, says: “For too long, members of the Military Family have been a square peg in a round hole when it comes to financial services.

“Many, especially those serving or moving into city street, have needs different to the average consumer and the mainstream financial services community has never really winked up to this. Those that have served their country, or are transitioning into civilian life deserve better. Better value based on better values.”

Now the Military Mutual is about to start work on its 2018 survey.

Paul Koronka, director of the

Military Mutual, says: “Now into our third year, the Military Mutual continues to grow at a steady pace, attracting members with a common goal – to find the right cover to meet their specific needs at a fair price and from an organisation that they own. We have already helped many thousands of members with the cover they need for their home, car, business or organisation, and we have ambitious plans for 2018.”

Industry Response
In the past year, the CII has also been working hard, encouraging insurance and financial services professionals to offer their services to the military, veterans and their families.

Since 2007, Personal Finance Society (PFS) members have worked alongside their local Citizens Advice Bureau to provide valuable pro bono financial guidance for consumers who would not ordinarily be able to access professional advice, through a partnership known as MoneyPlan.

In the past year, the PFS, together with CII members, has rolled out this initiative to form Forces MoneyPlan, where qualified PFS members provide pro bono financial guidance to sick and injured armed forces personnel and veterans, who (as with MoneyPlan) have difficulty accessing professional financial guidance.

The PFS says: “By rolling out this initiative, we are providing an opportunity for PFS members to share their expertise with a sector of society who have given much for their country, giving them the information, knowledge and confidence to take greater control of their own financial affairs.

“Not only will this deliver direct improvements in consumer outcomes, it will also help change the negative perceptions that have beset financial advice, for the better.”

Tony Miles, business development consultant to the PFS, adds: “Having established Forces MoneyPlan with the help of our volunteer financial advisers during 2017, our intention is to expand significantly in 2018 through the participation of an increasing number of armed forces charities.

“We are keen to hear from anyone who can help in this respect or who simply wants to know more about this initiative.”

THE MILITARY

25% OF THOSE SERVING IN THE FORCES BELIEVE INSURANCE COMPANIES FULLY MEET THEIR NEEDS AS A MEMBER OF THE MILITARY

HOW INSURANCE HAS NOT MET THE NEEDS OF THE FORCES PERSONNEL

<table>
<thead>
<tr>
<th>Various ways insurance companies have not met needs as a current or former member of the military (based on those that said insurers have not met their needs)</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automatically putting up insurance renewals without telling me first</td>
<td>41%</td>
<td>43%</td>
<td>48%</td>
<td>47%</td>
</tr>
<tr>
<td>Not taking the security of my living arrangements into account when quoting</td>
<td>44%</td>
<td>47%</td>
<td>43%</td>
<td>29%</td>
</tr>
<tr>
<td>Bombarding me with jargon</td>
<td>34%</td>
<td>39%</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Operating policies to the letter, not showing any discretion to my particular needs or circumstances</td>
<td>44%</td>
<td>40%</td>
<td>43%</td>
<td>39%</td>
</tr>
<tr>
<td>Raising the price of my insurance even when it’s parked in the barracks</td>
<td>44%</td>
<td>45%</td>
<td>45%</td>
<td>33%</td>
</tr>
<tr>
<td>Not taking queries from my partner when I am away on tour or duty</td>
<td>38%</td>
<td>35%</td>
<td>33%</td>
<td>37%</td>
</tr>
<tr>
<td>Not being easy to get in touch with</td>
<td>33%</td>
<td>34%</td>
<td>38%</td>
<td>29%</td>
</tr>
<tr>
<td>Not giving me cover I need</td>
<td>37%</td>
<td>39%</td>
<td>23%</td>
<td>12%</td>
</tr>
<tr>
<td>Not updating my details when I have moved</td>
<td>17%</td>
<td>19%</td>
<td>23%</td>
<td>11%</td>
</tr>
<tr>
<td>Failing to support me between transition periods (eg moving base or leaving active service)</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>8%</td>
<td>9%</td>
<td>6%</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>4%</td>
<td>5%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: The Military Mutual

Note: The percentages listed are based on the number of military families who reported various ways in which insurance companies have not met their needs.
ACCIDENTAL DAMAGE

Graham Bartlett reviews a recent High Court case in which the judge reviewed the case law on the application of the term ‘accidental damage’

Although it was agreed that the damage was caused by flowing water, the precise mechanics of causation were disputed. The trial lasted eight days and included a site visit. More than half of Mt Justice Coulson’s 291 paragraph judgment relates to causation. He did, however, review the case law on the meaning and application of the term “accidental damage” and set out some general principles that are of wider application beyond the specific circumstances of the university’s claim.

The principles to be applied when deciding whether damage is accidental are:

(a) The insured must prove that the loss was caused by some fortuitous event, but does not have to prove the exact nature of the accident. It is enough for the insured to prove that the event causing the damage was non-inevitable. The event does not need to be extraordinary or calamitous and foreseeability is irrelevant.

(b) Accidental damage occurs by chance and is not willful or deliberate.

(c) Accidental damage is caused by a chance event, against the risk of which the insurance was taken out.

The purpose of insurance is to protect the insured against accidents that may happen and not against events that must happen as an inevitable consequence of the insured’s activity.

(d) Accidental damage is not inevitable. If at inception of the policy the parties would have regarded the event as something that was going to happen, it would not be fortuitous.

(e) The inevitability of an event is assessed at the time that the insurance was taken out.

(f) Accidental damage is not damage due to the inherent characteristics of the property. The inherent characteristics of a property include ordinary wear and tear and damage resulting from normal use and defects in design or construction that are the cause of the loss or damage, without the intervention of any fortuitous external event.

(g) The policy should be construed in accordance with the ordinary rules of construction.

The issue of gradual deterioration:

(a) Deterioration is the process of becoming progressively worse and the use of the word ‘gradual’ is intended to convey something that developed over time, that is, deterioration takes place over time, then gradual deterioration must mean a process that may go even more slowly.

(b) Gradual deterioration is progressive by degrees, as opposed to sudden and catastrophic.

On the issue of subsequent damage:

(a) Subsequent damage must be distinguished from the damage originally caused.

(b) That subsequent damage must not be caused by an excluded cause. There must be a new or different cause to the gradual deterioration or inherent characteristic.

Graham Bartlett is a barrister at Trinity Chambers in Newcastle upon Tyne

www.trinitychambers.co.uk

Somewhat ironically for a profession trying to sell others cybersecurity insurance, it appears professional documents stored on gadgets that are not password protected.

Some working in the financial services industry were followed by legal industry workers (79%) and those in the education sector (76%) as the worst offending employees putting sensitive client information at risk by using personal gadgets for professional communication.

The research found North America constituted the largest cyber insurance market share in 2015 and would continue to dominate the market during the forecast period. Growth in the region is supplemented by enforcement of data protection regulations in US. The report also states “Increase in awareness about cyber risks from boardroom to data centers owing to the rising number of cyberattacks in the past 23 years, is the prime factor that drives the market.”

Maybe that is a message for the insurance industry itself. Matt Boyle, marketing director at Probrand, says: “Cybersecurity and the safety of customer personal data should not be taken lightly. Relaxed attitudes to security and the trend for mobile working, which often sees sensitive, business-critical data being accessed via unsecured personal devices such as a mobile phone or laptop, can present a risk to data being ‘leaked’ or accessed by others. This is especially the case if the device is connected to an unsecure wireless network.”

New legislation coming into place next year will mean there are even larger fines for companies not abiding by General Data Protection Regulation, with stricter policies on the processing and handling of data and documents. The message is, get your security in order and equip your business for greater data protection and health.
The Spanish economy grew by 3.2% in 2016 and is on course to grow at a similar rate in 2017. The robust growth of this economy is of course partly due to the severity of the downturn that ended only as recently as 2014. However, there is also much to say for the improvement in Spain’s competitiveness (unit labour costs have declined for six consecutive quarters since the beginning of 2016) and the accommodative monetary policy from the European Central Bank (ECB) that has boosted demand across the eurozone, and until 2017, also assisted growth via depreciation in the euro.

This economic backdrop has enabled the federal and regional governments of Spain to maintain fiscal discipline by reducing deficits, as growth has been supported by an impressive growth in net exports as the current account has moved from a deficit of 7% of GDP in 2012 to a 2% surplus.

Although it seems that at least in the short term there is no prospect of Catalonia becoming independent, it is expected that there will be an impact on economic growth. Luis de Guindos, the Spanish finance minister, recently stated that GDP growth has been lowered by 0.4-0.5% due to the referendum.

This change in forecast may have
implications for the targets of non-life insurers with operations in Spain and particularly in Catalonia. However, looking to the UK and the issues insurers are facing in figuring out how cross-border policies would and could be honoured, things could be a lot worse.

**MOTOR INSURANCE**

As the chart below shows, motor insurance was affected more negatively than property insurance during Spain’s recession.

Motor gross written premiums fell at a rate of 2.5% per annum during the course of the five years. Only in the 2014-2015 period was there a modest rebound in premiums. The decline in passenger car registrations looks to have played a large role in this. According to data from Statista, new passenger car registrations fell from 985,287 in 2010 to 723,948 in 2015. The squeeze on real incomes and rising unemployment in this period, coupled with tighter lending conditions, dramatically impacted demand for new cars, thus contributing to a fall in motor insurance premiums.

There was also a decline in the number of medium and heavy commercial vehicles in use, according to the industry body, the European Automobile Manufacturers Association. The number of medium and heavy commercial vehicles in use fell from 559,853 in 2011 to 517,268. This again is not surprising due to the fall in industrial activity, which was caused by a fall in demand for exports (as other eurozone economies struggled) and a fall in consumer and business confidence, which reduced demand for commercial vehicles.

Since 2014, both lines of business have grown as GDP growth recovered, thus lowering unemployment, boosting incomes and commercial activity.

In the case of motor insurance, there have been other macroeconomic drivers such as the fall in the price of oil between 2014 and 2016, which greatly reduced the cost of vehicle transport from a personal and commercial perspective. This, along with the growth in the number of vehicles on the roads, led to an increase in claims which exerted upward pressure on premiums, at the same time demand grew. Furthermore, according to a report on the Spanish market by Mapfre Economic Research, upward pressure on premiums also arose from “the updating of market tariffs in response to the increase in compensation following the entry into force of the new automobile fees scale”.

**CONSOLIDATION LEADS TO CONCENTRATION**

During the past five years in Spain there has been consolidation in the financial sector, as some of the weaker financial institutions have been bought by larger players. In the banking sector, one of the more recent instances of this has been Santander’s rescue of Banco Popular in July 2017.

The Spanish government – keen not to commit any more public money to bank bailouts but also keen not to introduce any more risk into the banking system – has, like other European governments, been more relaxed regarding the competition concerns that surround such consolidation. There has also been cross-border retrenchment as many banking entities seek to reduce their global footprint in aftermath of the crisis. Barclays, for example, recently divested a number of its businesses in the Iberian region, including some insurance operations.

This consolidation in the financial sector has also had a significant impact on insurance. Many of the largest banks in Spain have their own insurance arms or bancassurance agreements. Therefore, when consolidation has taken place, the new group tends to streamline its bancassurance offerings to maximise cost synergies that would have been part of the deal rationale. This in turn has reduced the choice for consumers among larger insurers.

The concentration ratio for the 10 largest non-life insurers in the Spanish market has increased from 58.9% in 2011 to 62.0% in 2015. While the ratio for the five largest firms in the sector rose from 41.6% to 44.3%, according to Timetric’s Insurance Intelligence Centre data. This shows that the concentration has been focused on the five largest players on the market as they continue to accumulate market power at a steady pace.

**THE AUSTERE FISCAL POLICY IMPOSED BY THE FEDERAL GOVERNMENT IN MADRID IN ORDER TO MEET BAILOUT CONDITIONS IMPOSED BY THE ECB AND INTERNATIONAL MONETARY FUND, CONTRIBUTED TO RESENTMENT TOWARDS MADRID**

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There is an issue of trust in our industry and specifically a lack of trust between the customer and their insurer. Here we will look at the subject of moving to a customer-centric insurance process, from the perspective of commercial insurance as opposed to the retail sector, so that is multinational, global companies that purchase their insurance in the London market.

Beginning with the topic of trust, insurance is purchased by customers who want reliability from their insurers to agree to pay valid claims as well as the management of those claims through behavioural excellence. This is not only achieved by buying trust in a brand, or a company’s financial stability, but also in its people and their behaviours.

Based on a number of newspaper headlines and industry reports, it would appear that we are falling short of this mantra; the very mantra that insurance was founded on of utmost good faith. Of particular relevance is a global report by Ernst and Young – Reimagining Customer Relationships: Key findings from the EY Global Consumer Insurance Survey 2014.

It is pretty damning that E&Y’s research shows the percentage of consumers who cite ‘complete trust’ and ‘moderate trust’ in the insurance sector is in the bottom two of the six industries surveyed in all but two of the eight territories. Only in LATAM is the insurance sector rated more highly than the banks, which considering this report was commissioned in 2014, at the height of the global financial crisis, makes for an even more depressing reading.

The report states that of the most important characteristics during an ongoing relationship with an insurer are: being ‘easy to understand’, ‘clear communication’, and ‘being easy to deal with’. The report goes on to state: “Consumers are telling us that stronger, two-way relationships may be the key to future market leadership in insurance. Certainly, they would not mind hearing from their insurance providers more often.”

I agree with this statement from EY and believe that customers, having purchased an insurance product, expect an open, reliable, honest, and transparent service that is founded upon strong relationships.

During the past 18 months, Zurich has sought to deliver a customer-centric claims process, in turn building trust with our customers, through the delivery of our Claims Commitment.

From the outset, we looked to create our Claims Commitment with the engagement of our customers through formal working sessions combined with ad hoc feedback on what they saw an excellent claims experience looking like.

At the core of our commitment are four pillars which set out the principles of how claims professionals at Zurich engage with our customers.
These are the claims experience should be:

Clear - We want our engagement and our communication with the customer to be clear, and to avoid ambiguity.

Personal - There is not one size fits all approach. We apply our put, insurance as personal to the customer, and therefore requires a tailored approach.

Efficient - We want the claims experience to be effortless on the part of the customer. As an example, although the customer will need to provide certain information we want to ensure that this is requested with a purpose and ask only once and where possible, store on file from the underwriting submission.

Collaborative - We want to engage with the customer at the earliest possible opportunity. For instance, on large claims, shortly after notification, we will arrange a conference call with the customer, the broker and the appointed experts.

In order to deliver a claims journey in line with our commitment, it requires robust leadership where the claims handler is able to form a strong and agile relationship with the claims handler, and therefore requires a clear purpose, asked for only once and to ensure that this is requested with a purpose, ask only once and where possible, stored on file from the underwriting submission.

The introduction of SCAP will mean that for London market, non-complex, low value claims under £500,000 for the slip interest, the SCAP clause will introduce a obligation of claims handling authority to the slip leader. In practice, this means that the leading insurer en an in scope claim will make decisions that will be binding on all the following insurers who have adopted the SCAP clause, irrespective of whether they are a company insurer or Lloyd’s syndicate.

This customer-centric initiative was established to enhance the London claims service, with the aim of streamlining and simplifying the claims agreement model for the benefit of our customers. It is intended to provide a quick and efficient claims process, thereby improving and reinforcing the attractiveness of the London market.

Charles Bush is UK head of property and casualty at Zurich Insurance.

In November Charles was awarded 'Claimant Claims Processor of the Year' at the International Association of Claims Professionals (IACP) Europe awards for his efforts in improving the claims process.

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44% CUSTOMERS HAVE HAD NO INTERACTIONS WITH THEIR INSURERS DURING THE LAST 18 MONTHS

14% CUSTOMERS VERY SATISFIED WITH CURRENT OUTBOUND COMMUNICATIONS FROM INSURERS

including their approach to claims management.

There has been a recognition that for London Market insurers to remain competitive and be the go-to marketplace for complex insurance risks, we need to modernise and enhance our claims operation.

In summary, the London insurance market is seeking to modernise and streamline existing claims practices for non-complex claims through the introduction of a collaboration cross-market programme known as the Single Claims Agreement Party initiative (SCAP).

I am fortunate enough to be Chairperson of the working group tasked with drafting the SCAP clause, and while the workings of SCAP are complex, the underlying objective is clear.

Current claims practice is that company market insurers agree all claims for their own territory circumstances. Some 90% of claims will not be the lead insurer. Lloyd’s is different in that it has their own claims scheme and while this is an improvement on company market practice, it is by no means seamless.

The introduction of SCAP will mean that for London market, non-complex, low value claims under £250,000 for the slip interest, the SCAP clause will introduce an obligation of claims handling authority to the slip leader. In practice, this means that the leading insurer en an in scope claim will make decisions that will be binding on all the following insurers who have adopted the SCAP clause, irrespective of whether they are a company insurer or Lloyd’s syndicate.

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A-Z OF... INSURTECH

Mathew Rutter and Stephen Turner take a look at what InsurTech really means for insurers

InsurTech ranges from conventional cover where technology is the product, through to cyber cover and the application of technology in all aspects of the underwriting and claims processes. For example, robotics and autonomous vehicles require the industry to rethink traditional first and third party covers. Here, traditional cover such as property or product liability will see new ways in which liability can arise. There are different contexts for familiar arguments about whether there is “damage” and when looking at the boundaries between traditional classes of cover. Traditional risks such as product liability face new challenges with increased use of interconnected products - no longer just for gadgets but traditional products such as fridges and boilers - and artificial intelligence. These include looking at how interconnected products are juxtaposed and how liability will be determined if one of several products or services fails. When analysing legal liability, consider the scenario where a robotic product learns through an environment, is this a manufacturer or user issue? If the focus is on manufacturers, a failure to identify so-called “silent” cyber liabilities may expose insurers and their boards, a risk the Prudential Regulation Authority has already identified.

New entrants supported by InsurTech will not carry many of the existing high fixed costs and legacy systems of the established players. The risk for insurers who do not develop innovative products of their own is that they struggle to differentiate themselves among a kaleidoscope of other providers. AI and interconnectivity also present opportunities for insurers. Drones are commonly used to investigate hazardous or difficult to access losses. Loss scenario simulations and training can be enhanced by AI. Interconnected products can mitigate risk and present new challenges. For example, medical devices can deliver more targeted care and monitoring, avoiding surgery, repeat x-rays and so on. Products which can report faults direct to their manufacturers quickly and be fixed remotely before causing potentially dangerous failures also offer scope for loss prevention - provided manufacturers and insurers understand how to control new risks, such as cyber-attacks on connected devices.

When loss prevention isn’t possible, better data also has the potential to speed up the claims process and reduce fraud risks, while also making it a smoother experience for the policyholder. Taking a holistic approach to InsurTech means insurers and their key customers take advantage of the benefits while keeping their eyes open to changing risks. InsurTech is one of the key themes highlighted in this year’s DAC Beachcroft’s annual Insurance Market Conditions & Trends report 2017/18.

Mathew Rutter is insurance advisory partner, and Stephen Turner, a legal director, in the global insurance team, at law firm DAC Beachcroft.

BREACH OF THE CII CODE OF ETHICS

Shani Odedra, Leicester, UK

The respondent was found to have falsified his F5A result and held himself out as having passed the exam when he had not. The respondent refused to co-operate with the CII during the investigation. The respondent was given opportunities to challenge the evidence and did not place any alternative positions to the evidence, despite being given numerous opportunities to do so. The case examiner was therefore satisfied to proceed to determine the matter under Disciplinary Procedure Rule 7(b). The sanctions imposed on the respondent were: a) That he be reprimanded; b) Take and complete the CII online ethics course; c) Be declared ineligible for membership of the CII for the maximum period of 3 years; d) Be excluded for a period of 36 months from the examinations or assessments with effect from the date of the order or from applying for CII recognition of prior learning; and e) No examinations, assessments or qualifications obtained by the respondent during the period of exclusion will be eligible for CII recognition of prior learning with effect from the date of the order.

BREACH OF EXAMINATION AND/OR ASSESSMENT REGULATIONS

Lauren Layland, Axa Insurance, Axa House, 4 Parklands, Lostock, Bolton

The coursework assessment candidate was found to have plagiarised a M2 Mixed Assessment Coursework assignment written by another candidate, in breach of the Mixed Assessment Candidate Guidelines. The CII case examiner invited the respondent to approve and sign a Consensual Order under 9.1 of the CII Disciplinary Procedure Rules 2015, to which the respondent agreed, and which was signed on 22 November 2017. The sanctions issued were that the respondent: a) be reprimanded b) had her assignment result disallowed c) be excluded from CII examinations and assessments for 18 months [with effect from 1 April 2017] and would have to take the CII online ethics course before taking any CII exams and assessments or applying for recognition of prior learning in future or applying to renew membership of the CII d) would not be eligible for CII recognition of prior learning for examinations, assessments or qualifications obtained by the respondent during the 18 month period of exclusion. The case examiner reduced the sanction which would otherwise have been applied in respect of the offence for c) and d) from 2 years in the light of the respondent’s early admission of the charge.

TAKENOTE

The CII wishes to make clear that, unless the case reported includes otherwise, all findings and actions impact on the CII’s members or employees in any way.
It really doesn’t seem like a year ago that I started writing these blogs for The Journal, although somehow the year has flown by! In that time, I have made good progress with my studies and I hope a number of you that are reading this find yourselves in similar positions, and are that little bit closer to finishing your next module or completing your next qualification.

I am writing this with Christmas just around the corner and there are plenty of work pressures to make sure everything is done ahead of people breaking up, which I am sure is the same for most of us. I am using the Christmas holidays as a target to work hard and focus on my studies, so I can enjoy my time off. Christmas, for me, is always a time for catching up with family and friends that I haven’t seen for a while and I know it will lead to my focus being elsewhere, so these final few weeks are really important. I have recently started a new module and if I am able to get myself into a position where I can start all the assignments in the new year, I will see it as an achievement.

PLANNING AHEAD

My latest module is one that only requires assignments, as opposed to having to sit any exams. With the assignments, I have found that it is vital to put together a good plan for what you are going to write and break down the answer so that you can respond to each part of the question. This helps to build structure to your answers and allows you to stick to what the question is asking. This has helped me use my time more efficiently.

With England currently playing cricket in Australia, I have been like many other cricket fans, excited but realistic about our chances of retaining the Ashes. I was counting on some time reading textbooks and writing assignments while waiting up to watch; however, the way we have played so far has not been at all inspiring! Hopefully we will have improved throughout the rest of the series.

As I suggested at the beginning, sadly this is my last blog for The Journal. When I started doing it 12 months ago it was a bit of an unknown, but after writing several blog entries now, it is something I have really enjoyed doing, especially as it has given me a bit of a break from my CII studies!

To everyone reading, I sincerely hope you enjoy your Christmas and have a very happy new year – and all the best to those with exams and assignments in 2018.

Oliver Swinburn is account executive at Morrison Insurance Solutions

THREE THINGS TO TAKE AWAY

- **Ready, Aim, Aspire!** Having targets you can focus on can concentrate your efforts and get results
- **Stand By Your Plan** Breaking down assignment questions can really help keep your answers on point
- **Yule Deserve a Break!** Make sure you step away from your studies during the holidays and enjoy yourself