



European  
Insurance  
Forum

# Change the game /

Croke Park, Dublin  
25 May 2017

# VISION IN ACTION



## SCOR LAUNCHES ITS NEW STRATEGIC PLAN

Thanks to its accelerated development in Life and P&C reinsurance, SCOR now belongs to the top tier of global reinsurers. The Group's premium income will reach around EUR 13.7 billion in 2016, an increase of 34% since 2013. Shareholders' equity reached EUR 6.3 billion at 30 June 2016, up 33% over the strategic plan, after the distribution of EUR 781 million in dividends. SCOR's development has focused on the twofold objectives of profitability and solvency. All the targets of the "Optimal Dynamics" plan, which has come to an end, have been achieved. With the upgrade of its rating in 2015, SCOR is now rated AA<sup>(1)</sup>. Plan after plan, the SCOR group demonstrates its ability to find solutions to all the challenges posed by a difficult and shifting economic and financial environment. SCOR absorbs loss event shocks thanks to its active, state-of-the-art risk management policy. Today, SCOR launches its new three-year strategic plan, "Vision In Action," which is fully aligned with "Optimal Dynamics."

Over the next three years, SCOR will pursue its dynamic combination of growth, profitability and solvency with ambition and determination, serving its clients and benefitting its shareholders.

### ▼ 2016–2019 TARGETS ▼

#### HIGH RETURN ON EQUITY

ROE  $\geq$  **800 basis points** above the five-year risk-free rate over the cycle<sup>(2)</sup>

#### OPTIMAL SOLVENCY RATIO

Between **185%** and **220%** of the SCR<sup>(3)</sup>

(1) Standard & Poor's and Fitch Ratings. (2) Based on a 5-year rolling average of 5-year risk-free rates. (3) Solvency Capital Requirement.



scor.com

**SCOR**  
The Art & Science of Risk

# [ Contents ]

- 4 // Welcome to EIF2017
- 5 // Conference sub-committee & team
- 6 // Conference information
- 7 // Venue layout
- 9 // Gala dinner & entertainment
- 10 // EIF2018
- 11 // Essay competition
- 11 // Visit to Croke Park Museum & cocktail reception
- 13 // Media Partners
- 15 // Wearable technology - SCOR
- 17 // The Implications of Brexit for the insurance industry - Matheson
- 18 // Are you one of the majority slow to change? - Deloitte
- 21 // Dealing with a crisis - A&L Goodbody
- 23 // Sponsors
- 24 // Programme
- 26 // Exhibitors
- 27 // Supporting Sponsors
- 28 // Speakers
- 34 // Ireland for insurance, a compelling proposition - Insurance Ireland
- 35 // CPD Points



## [ Welcome to EIF 2017 ]

---

### Dear Delegate

You are very welcome to Dublin and to Croke Park, a venue that is central to Ireland's cultural and sporting identity, to consider the big issues and trends internationally in re/insurance.

Since our last gathering over a year ago, there have been dramatic political and economic changes in the UK and the US, in particular, which have posed new questions for our sector. That said, while the variables have changed the nature of our business in assessing and managing risk remains the same. Industry and business strategy is informed by an understanding of the influencing factors and how they impact risk business. This understanding has never been more relevant.

The European Insurance Forum is the place to discuss these strategic trends and challenges as, since it was first held in 1999, it has become a signature event in the Irish and European re/insurance and captive calendars and is a place to network and do business with peers and clients.

This year's theme of "change the game" reflects the changing global environment, across a number of spheres, and the conference panels will consider issues including regulation, the low yield environment, taxation, political trends as well as technological change. The calibre of our speakers is matched only by that of our attendees and we would encourage you to participate in what will be compelling discussions.

As your hosts for the event, my Insurance Ireland colleagues and I look forward to meeting you and we hope you enjoy this event.

[ **Kevin Thompson** ]  
CEO, Insurance Ireland

# [ Conference sub-committee & team ]

---

The Insurance Ireland conference sub-committee represents the various activities of the membership and ensures the programme reflects key industry issues and trends.

There is a conference staff team on hand during the event if you have any questions.



[ Karl Cheese ]  
Head of Finance, RGA International  
Reinsurance Company Ltd



[ Una Coleman ]  
Training, Education & Conference  
Manager, Insurance Ireland



[ Tom Doran ]  
Head of Marketing, Hannover Re



[ Laura Farrell ]  
Director of Membership and  
Communications, Insurance Ireland



[ Nessa Feehan ]  
Membership Executive,  
Insurance Ireland



[ Karina Lynch ]  
General Manager,  
Scottish Re (Dublin) Ltd



[ Eddy Van Cutsem ]  
Insurance Ireland

# [ Conference Info ]

## Stay in touch //



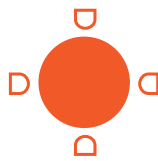
### [ Charging Dock ]

It's frustrating when your mobile or tablet goes down when you're away from your office. There is a dedicated space where you can charge your mobiles: it's in the quiet zone at the back of the conference room.



### [ Wi-Fi Access ]

To connect to the internet at the conference venue, go to WiFi settings on your device and select **Croke ParkWiFi**. A password is not required and will connect automatically.



### [ Seating plan gala dinner ]

Check the website for details of the seating plan:  
[www.europeaninsuranceforum.com/delegates/gala-dinner/](http://www.europeaninsuranceforum.com/delegates/gala-dinner/)



### [ Speaker Room ]

There are several quiet spots where speakers can meet in advance of their sessions. Ask one of the conference team to help you find a space if you need it.



### [ Feedback Form ]

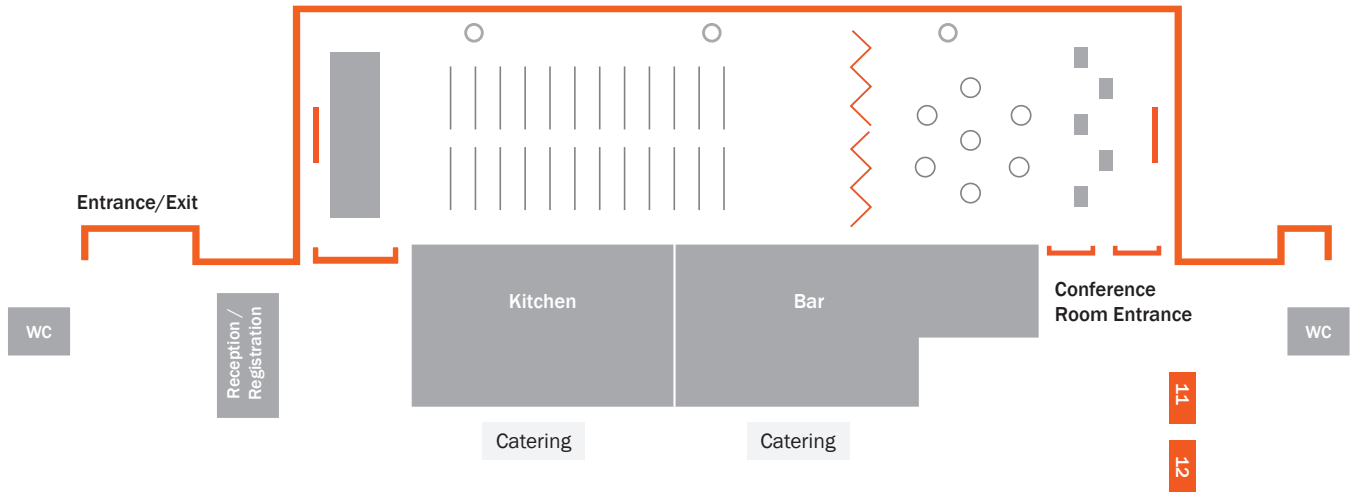
Your feedback is invaluable and important for the continued success of the European Insurance Forum. We will send out an electronic feedback form after the conference. We would much appreciate it if you would spend a few minutes completing it. Your observations and thoughts on future topics are critical to our planning process.

[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

# [ Venue layout ]

## [ Conference Hall ]

Hogan Suite

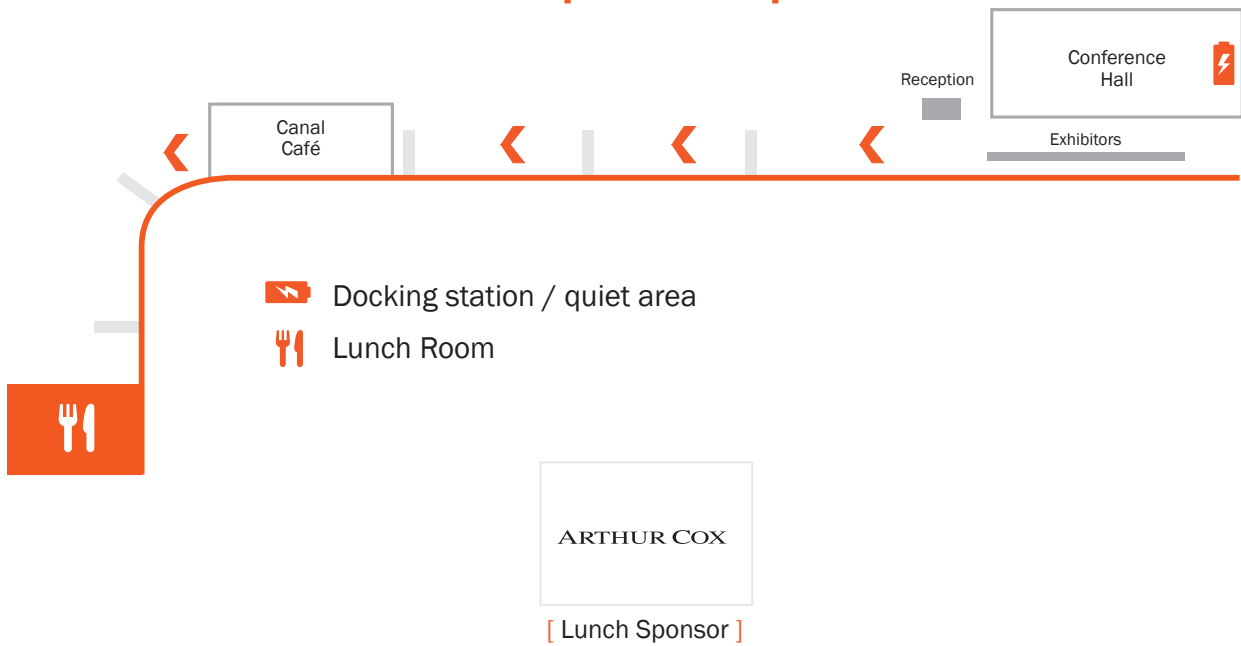


## < Lunch Room

## [ Exhibitors ]



## [ Lunch area ]



[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

# MAKE RISK WORK FOR YOU.

Volatile markets demand a deeper understanding of risk and a focused strategy for managing it. Let us help you take on the new market environment with greater confidence.

For more information please contact  
Euan MacLaren, Head of UK & Ireland Institutional Sales  
020 3405 2173 / [euan.maclaren@ngam.natixis.com](mailto:euan.maclaren@ngam.natixis.com)  
or visit [ngam.natixis.co.uk](http://ngam.natixis.co.uk)

All investments involve risk including risk of loss of capital. This material is provided by NGAM UK Limited which is authorised and regulated by the UK Financial Conduct Authority (register no. 190258). This material is intended to be communicated to and/or directed at investment professionals. The fund, services or opinions referred to in this material are only available to the intended recipients and this material must not be relied nor acted upon by any other persons. Registered Office: NGAM UK Limited, One Carter Lane, London, EC4V 5ER.  
PROMOTIONAL MATERIAL

INT415-0417



## MUMMY, WHAT'S A STEERING WHEEL?

Who'd have thought that driverless cars would become commonplace within the next decade? Thanks to our partnership with autonomy software specialist Oxbotica, we're not just investigating the future of risk. We're also asking the right questions and investing in the future of mobility. For more Forward Thinking, visit [xlcatlin.com/wheel](http://xlcatlin.com/wheel)

**MAKE YOUR WORLD GO >>>**





# Gala Dinner

Croke Park, Dublin  
25 May @ 7:00pm



## [ Entertainment ]

Melody and mischief from  
chanteuse and comedienne

**Karen Egan** + Band

### Timings for the evening

7.00pm: Dinner

7.10pm: Welcome address

7.20pm: Dinner Served

9.00pm: Entertainment: Karen Egan + Band

7.00pm: Cash bars open until late



European  
Insurance  
Forum

# [EIF 2018]

2016/2017 has been a momentous period with unexpected and major political change which is reverberating through our industry and the broader global economy. Who can now predict what will happen during the coming 12 months. Will we be any the wiser?

**Join us for EIF2018 where we will deliberate, ruminate and speculate on our changing world order.**

The European Insurance Forum is a premier European conference in the re/insurance calendar. With speakers from many countries, including global industry experts, thought leaders and change makers, you can expect to be challenged and provoked on your views of how our industry is facing up to the future.

**Join us for this one day conference and gala dinner.**

[[europeaninsuranceforum.com](http://europeaninsuranceforum.com)]



# Visit to Croke Park Museum & Cocktail Reception from 5:30pm

[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

## [ Essay Competition ]

The University of Limerick's (UL) department of Accounting and Finance together with Insurance Ireland (II) have invited postgraduate students studying a module in the discipline of Risk Management and Insurance, to submit a 2,000 word essay on the theme **Re/Insurance: Change the game.**

The winner will be announced and presented with a cheque to the value of €1,000 at the European Insurance Forum 2017, Croke Park, 25th May 2017.

Essays will be judged on content, relevance to industry, critical analysis and presentation. Three finalists will be selected by UL. Thereafter, the Insurance Ireland judging panel will select a winner.

### Our judging panel

**Laura Farrell**, Director of Membership Services & Communications, Insurance Ireland  
**Nessa Goodman**, Senior Vice President General Casualty, Market Global Insurance  
**Fiona Marry**, CEO, Ironshore Europe DAC  
**Frank Mee**, Deputy CEO and Finance Director, Allianz Worldwide Care  
**Regina O'Connor**, SVP & Head of Government Affairs and Regulatory Policy, XL Group Ltd

The objective of this initiative is to help build a bridge between the student community and prospective employers. We are inviting a number of students from UL's Masters programme as guests to EIF2017 including the three finalists.



# ARTHUR COX

Arthur Cox is pleased to sponsor lunch at EIF2017

With Arthur Cox you can expect a leading Irish law firm with a global outlook. Our Insurance Group advises clients across the insurance sector on all aspects of insurance law and regulation and we are consistently involved in the largest and most innovative domestic and cross-border transactions in the insurance sector. You can expect a partnership that gives you the perspective and confidence to embrace new opportunities. With Arthur Cox you can always expect excellence.

“ They are really good at balancing the big picture, strategic thinking and having a really thorough grasp of the details.

Chambers Europe  
*Europe's Leading Lawyers for Business, 2017*

To learn more, contact:

**ELIZABETH BOTHWELL, PARTNER  
HEAD OF INSURANCE AND REINSURANCE**  
elizabeth.bothwell@arthurcox.com  
+353 1 920 1670

**JENNIFER MCCARTHY, PARTNER  
INSURANCE AND REINSURANCE**  
jennifer.mccarthy@arthurcox.com  
+353 1 920 1167



**2017**  
**IRELAND LAW FIRM OF THE YEAR**  
CHAMBERS EUROPE AWARDS

EXPECT  
EXCELLENCE

DUBLIN • BELFAST • LONDON • NEW YORK • SILICON VALLEY

[www.arthurcox.com](http://www.arthurcox.com)

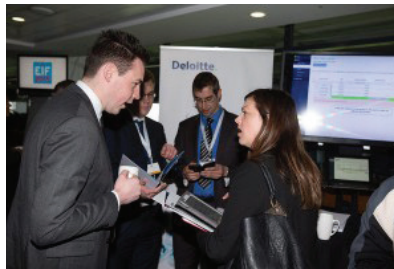
# [ Media Partners ]

## Photos & Videos

We will have a photographer mingling amongst you and taking photos as a record of this year's event. We will also be recording some vox pop pieces and we hope you will participate. Our plan is to post them on the EIF and Insurance Ireland websites.

## Media Partners

**Captive Insurance Times** and **World Business Media**, ([reinsurancemagazine.com](http://reinsurancemagazine.com) / [re.360.co](http://re.360.co)) are our media partners for the conference. Look out for conference coverage on their websites.



**captiveinsurance**times

“**Captive Insurance Times** is the go-to industry resource for free news, views and opinion on alternative risk transfer and related insurance topics.

The fortnightly publication and accompanying website—the only free-to-read captive resources around—profile captives and their managers, as well as the full range of service providers, and the jurisdictions in which they operate.

Covering regulations, new alternative risk transfer models, hires and fires, investment opportunities, and so much more, Captive Insurance Times keeps you abreast of everything captive, in easy-to-digest issues that inform, educate and explain, at no cost to you.”

For more information visit [captiveinsurancetimes.com](http://captiveinsurancetimes.com)

**reinsurance**

“**Reinsurance** is the oldest dedicated brand to the global business of buying and selling reinsurance.

Beginning life as a magazine Reinsurance is now a multimedia solution to companies who wish to influence those who are at the forefront of change within the reinsurance industry. While other media outlets remain in the 20th century our brand has fully embraced the use of technology as a means to deliver unique content to 6,000 subscribers.

Through video led content and interactive e-newsletters Reinsurance brings alive market opinion everyday especially at industry events where our video approach delivers unique coverage to attendees.”

For more information visit [reinsurancemagazine.com](http://reinsurancemagazine.com) or [www.re360.co](http://www.re360.co)

[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

**SCOR DELIVERS STRONG RESULTS IN 2016 AND A GREAT START FOR ITS STRATEGIC PLAN “VISION IN ACTION”**

“ In 2016, SCOR delivers a strong set of results, in line with the profitability and solvency targets of its new plan “Vision in Action”. SCOR has also enhanced its franchise, notably with the expansion of its Life footprint in Asia and the gain of additional market shares on the P&C side in the United States. In the meantime, the Group is pursuing innovative initiatives, and developing new tools to improve its underwriting and management. SCOR is well on track to reach its strategic targets for “Vision in Action”. SCOR is actively pursuing its shareholder remuneration policy, raising its dividend to EUR 1.65, and now envisages share buy-backs. ”

**Denis KESSLER**  
Chairman & Chief Executive Officer

All figures relate to Full Year 2016 at current exchange rates

**13.8**  
billion euros

**INCREASING PREMIUMS**  
Up 3% since 2015 , up 5.4% at constant exchange rates

**603**  
million euros

**GENERATING STRONG NET INCOME**  
Excluding one-off\*, the 2016 net income stands at EUR 660 million

**6.7**  
billion euros

**RAISING SHAREHOLDERS' EQUITY**  
+5% compared to 2015 after the payment of EUR 278 million of dividends in May 2016

**9.5%**  
10.6% excluding one off\*

**DELIVERING HIGH ROE IN LINE WITH “VISION IN ACTION”**  
Reaching 883 bps above 5-year risk-free rates, in line with “Vision in Action” target

**43.3**  
billion euros

**EXPANDING A SOLID BALANCE SHEET**  
+4% compared to 2015

**1 bn**  
euros

**GENERATING STRONG NORMALIZED OPERATING CASH FLOW**  
Demonstrating the strength of the business model with cash generated by both Life and P&C divisions

**225%**  
solvency ratio

**EXCELLENT SOLVENCY LEVEL**  
Slightly above the optimal range of 185 - 220%

**AA-**

**OFFERING CLIENTS A TIER 1 RATING**  
S&P: AA- stable outlook; Moody's: Aa3 stable outlook; Fitch: AA- stable outlook; AM Best: A positive outlook

**1.65**  
euros

**OFFERING ATTRACTIVE DIVIDEND**  
Up from 10% for 2015, representing a pay-out ratio of 50.7%

**+5.4%**  
at constant exchange rates

**SUCCESSFUL 1/1 P&C RENEWALS**  
Delivering well-controlled growth and satisfactory expected profitability in line with “Vision in Action”

\* Negative one-off related to the French corporate income tax rate reductions on Deferred Tax Assets



Access the latest SCOR financial information on your iPad

For more information: [www.scor.com](http://www.scor.com) | Follow us on Twitter @SCOR\_SE and YouTube

## [ Wearable technology - Findings from our staff trial and surveys ]

Wearable tech - whether it's measuring fitness, activity, sleep or even stress levels there is a growing market for fitness wearables and sports trackers. The protection industry has begun to consider whether these devices can be used to underwrite people or whether more broadly, the technology can be used to encourage people to engage with protection products.

At SCOR Global Life, in November 2015 we launched our own wearable tech trial by buying Fitbit Charge HR devices for 69 of our staff to see what sort of data we could get and what we might be able to do with it. We wanted to find out how people interact with these devices and the potential value for both customers and insurers. We also hoped that everyone would have fun along the way challenging each other and creating a sense of healthy team competition!

90% of our participants also provided some health measurements at the outset. BMIs and blood pressure readings were slightly better than the insured population but overall broadly similar once adjusted for age. Over the whole trial however, there were no significant changes in these measurements. We also conducted a number of different surveys to coincide with the measurements. These surveys asked individuals about attitudes to the device, sharing data and self-perceived changes in behaviour, fitness or health.

### Impact on behaviour and attitudes to the device

In the first month of the trial enthusiasm was high with recorded steps being 7% higher than in the subsequent months. When we looked at the proportion of days when active participants recorded no steps at all, this rose from just 4% in month one, to a huge 30% in month five. So although activity did not change much over the trial, enthusiasm for using the device every day dropped significantly. 23% were no longer using their device by the end of the trial and a further 13% stopped using it shortly after the trial finished. For some, this might be due to personal views such as the device needing to be charged too often, or being uncomfortable to wear.

### How did people feel about the data provided by the device?

We asked participants what data they found useful personally. Step count and resting heart rate were rated as most useful. This interest in the data outputs suggests a high level of engagement for some of our participants which might translate to an increase in persistency if offered in conjunction with a protection product.

### How did people feel about using the device for insurance premium discounts?

Our final survey asked participants whether and what size of premium discount they would like to see from sharing their Fitbit data with an insurer. Almost 80% said they would

be willing to share data and just 9% had concerns about data security as their primary reason for not being willing to share data for a premium discount. The remainder just felt it wasn't worth the trouble of wearing one to get a discount.

Size of Premium Discount	<= 34 years old	35 - 44 years	>= 45 years old	Grand Total
0 - 10%	39%	35%	21%	33%
10% - 30%	44%	35%	36%	39%
30%+	11%	12%	14%	12%
I wouldn't wear a device and share my data, regardless of the size of the discount	6%	18%	29%	16%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

In terms of discounts our younger participants were happier with a smaller discount than older ones.

### Conclusions and further research

Offering these devices to applicants for a policy may help to attract a fitter, healthier set of lives and generate a greater level of interest in taking out the product compared with other protection products available.

For those customers who are not so fit and healthy, engagement with the device and any incentives offered for healthy behaviour may help result in an improvement in health and fitness, although our discussions with others in the wearable tech field lead us to believe these impacts will probably be small. We believe the main gain for our industry will be from increased customer engagement and the resulting improvement in persistency.

This has been, and will continue to be a fascinating insight to the world of wearable technology. It is worth bearing in mind that our sample size was pretty small and they are of course a well-informed group of professionals working in our industry, had the device supplied to them and have been competitive between teams so perhaps we would see different patterns emerging from the general population. Therefore, this may not be entirely representative but gives us some good insights.

Although our trial has ended, we are continuing to monitor results from the data for as long as people continue to take part. Our research also continues more generally into wearable tech across other products in the market, and its application to mobile devices/health related apps.

## Darren Maher

Partner | Corporate  
Insurance Group



Matheson



### **Matheson. The law firm of choice for internationally focused companies and financial institutions doing business in and from Ireland.**

Darren Maher leads a team of corporate and regulatory insurance lawyers that advise a wide range of insurance industry clients. The team has advised on some of the most complex and high profile transactions in the Irish insurance sector in recent years.

Contact Darren at [darren.maher@matheson.com](mailto:darren.maher@matheson.com) or your usual contact at Matheson.

**Irish Tax Firm of the Year**  
**European M&A Tax Deal of the Year**  
International Tax Review 2016

**Winner, Eight Deals of the Year, including in M&A, Debt Capital Markets, Loans and Financing**  
Finance Dublin 2016

**Matheson is ranked in the FT50 most innovative law firms in Europe**  
Financial Times 2016

Dublin

London

New York

Palo Alto

[www.matheson.com](http://www.matheson.com)



## [ The Implications of Brexit for the Insurance Industry ]

### Introduction

In June 2016, the British electorate voted to leave the European Union (the “EU”) by a margin of 52% to 48%. This article explores the likely implications that Brexit will have on the Irish insurance industry and the options available to UK insurers who wish to establish in Ireland to deal with the fall-out from Brexit. This article explores the strong case that Ireland has to present as the preferred location for UK insurers wishing to relocate.

### Why Ireland?

Ireland is an attractive jurisdiction for UK based insurers considering establishing an EEA subsidiary in order to retain their EU passporting rights. Ireland is an English-speaking common law jurisdiction with geographical proximity and ease of access to the UK. The financial services industry is well established in Ireland with over 50% of the world’s leading financial services organisations already having a subsidiary in Ireland. Ireland also has a highly educated workforce, which means there is a local talent pool available for hire and Ireland has a well-respected financial services regulatory regime.

### Challenges for Ireland

The race to attract UK insurers has become increasingly competitive. Whilst Ireland is amongst the front-runners in attracting insurers wishing to relocate from the UK, high-profile insurers such as Lloyd’s of London and AIG have recently chosen Belgium and Luxembourg as their respective new European bases. These decisions seem to have been motivated, at least in part, by perceived greater regulatory flexibility in these jurisdictions. A stumbling block for some applicants has been the level of substance required in Ireland by the Central Bank. The Central Bank will require that the senior management personnel responsible for making key strategic business decisions are based in Ireland. This is referred to by the Central Bank as the ‘heart and mind’

of the business. The Central Bank will not and should not approve ‘brass plate’ applications.

The Central Bank must, however, be ready to consider applications on a case by case basis having regard to the nature scale and complexity of the applicant’s business and its expected growth strategy. Insurers are looking at new and imaginative responses to the challenges posed by Brexit and a ‘one size fits all’ regulatory approach will ultimately harm Ireland’s chances of attracting these insurers to relocate here.

The challenge for the Irish insurance industry therefore moving forward is to champion the advantages that Ireland has over its fellow EU jurisdictions. It is important that when applicants are approaching the Central Bank that decision making processes are clear and easily understood and that applicants have clarity as to both the application process and the requirements (including substance requirements) for carrying on insurance activity in Ireland on Day 1 post-authorisation. Applicants must feel that the Irish insurance industry and the Central Bank understands their business and is willing to facilitate (where possible) its continued access to the single market.

A consistent and positive message emanating from across the Irish insurance industry will help bolster Ireland as the preferred location for UK insurers seeking a new European hub.

**Darren Maher, Partner & Eugene Reavey, Solicitor**  
**Matheson, Dublin**

**d: +353 1 232 2398**

**t: +353 1 232 2000**

**e: [darren.maher@matheson.com](mailto:darren.maher@matheson.com)**

**w. [matheson.com](http://matheson.com)**

## [ Are you one of the majority slow to change? ]

The world is experiencing the fastest pace of data expansion and technological change in history. 'InsureTechs', with technology and data analytics at their core, are using these to deliver cost effective tailored products to their customers and are growing rapidly. Did you know that since 2011, almost \$6bn has been raised for 'InsureTechs' across roughly 460 deals? But what about our 'traditional' insurers - how are they embracing the rapidly changing landscape of technology, data and analytics? Are they utilising the vast data sources available to them to gain insight into their business and their customers and, if not, why not? Our Insurance Data Analytics Study surveyed 68 insurance companies across the EMEA region.

Our survey reveals that many insurers are taking a short-sighted approach to data analytics. For 70%, whilst they are investing in data analytics projects, these projects are short-term and tactically focused rather than long term strategically aligned projects. Few are seriously investing in the capabilities required to adopt analytics in decision making across their organisations with the majority still progressing in a slow, piecemeal and 'siloed' fashion. Consequently, decision making is based largely on gut feel.

So, why are incumbents being slow to change? Most (75%) attribute the lack of progress to technology, where for them, data models do not exist or are unable to deliver business wide value. Others blame poor data, disproportionate effort spent on correcting it as well as a lack of agility as insurers focus solely on building in-house capability rather than partnering. Arguably most importantly, 40% attribute the slow progress to a lack of senior leadership within their organisation when it comes to this topic consequently there appears to be a limited understanding of the benefits and power of analytics enterprise wide. Our survey found that almost

90% could not identify and link the value of analytics back to the investment made. Of course, it is this link that is vital to increase buy-in across the organisation and secure sufficient budget for future investment.

For an industry which, in effect, 'trades' on data, there is a huge risk of extinction if traditional mind-sets don't change and take the leap of faith required to invest in technology and analytics in order to exploit the insights and decision making capability that the confluence of data, technology and analytics can provide. To survive in this new and emerging world, our view is that incumbents need to:

- Move away from their current piecemeal and tactical approach towards building an enterprise-wide analytics capability suitable for the future and supportive of their business ambitions;
- Recognise when to partner so that they can move forward in a much more innovative and agile way;
- Recognise the value of change management so that behaviours can be modified to support analytically driven decision making.

None of this is easy or cheap. However, with the rise of 'InsureTechs' and changing customer demands, incumbent insurers will have to quickly change tactics if they are to survive in this very rapidly emerging new world.

Read the full study on:

[www.deloitte.com/ie/insurance-data-analytics](http://www.deloitte.com/ie/insurance-data-analytics)

**Ciara Regan, Partner - Actuarial, Rewards and Analytics**  
**Deloitte, Dublin**

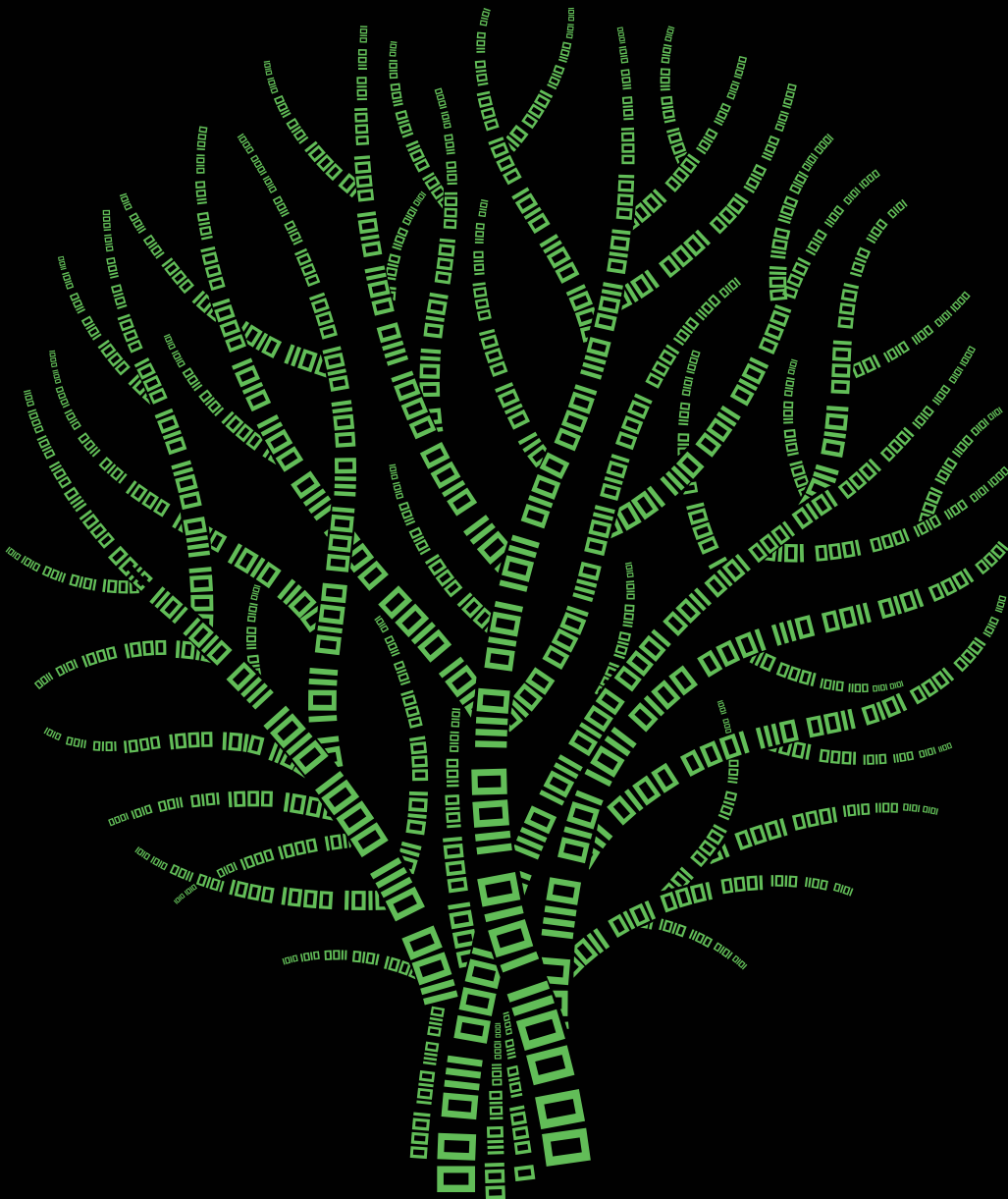
**e: [cregan@deloitte.ie](mailto:cregan@deloitte.ie)**

**t: +353 1 407 4856**

# Harnessing the power of data

Data, and making sense of it through analytics, can reveal unexpected patterns and trends that if harnessed can fuel growth. Uncover the power of data in your organisation.

[deloitte.ie](https://deloitte.ie)



**Deloitte.**

# Leaders in advising the insurance industry

A&L Goodbody has, for many decades, been at the forefront of the insurance industry in Ireland.

We advise the domestic and international business community on all aspects of insurance law and transactions from the most complex and high profile to the everyday.

To find out how A&L Goodbody can assist your business, please contact:

**James Grennan**

Head of Insurance

T: +353 1 649 2318

E: [jgrennan@algoodbody.com](mailto:jgrennan@algoodbody.com)

THE LAWYER  
European Awards 2017

IRISH LAW FIRM  
OF THE YEAR  
2017

CHAMBERS  
EUROPE

TIER 1 INSURANCE  
LAW FIRM IRELAND  
2017

## [ Dealing with a crisis ]

Warren Buffett once said that it takes twenty years to build a reputation and five minutes to ruin it. It seems to me that there is no surer way to ruin a reputation than to react in the wrong way to a crisis. The potential for a crisis lies all around us. For insurers, a regulatory issue, wrongdoing coming to light, a data breach, even accusations that turn out to be exaggerated or incorrect can catapult the insurer into an unwelcome spotlight. How the insurer's Board and management react to the crisis can make all the difference between preserving or damaging the insurer's reputation.

When a crisis breaks, pressure can come simultaneously from multiple sources including media, shareholders, regulators, criminal investigations, company law enforcement officials and professional bodies. The insurer's management team can be spread thinly in trying to deal with the crisis and there are numerous opportunities for confusion and error. Problems can be compounded by management dealing with multiple competing demands and while lacking clear direction and understanding of the issues.

### What should an insurer do?

#### Maintain the maximum level of control over as many facets of the crisis as possible:

1. Gather an appropriate senior management crisis team.
2. Route all activities and communications through that team.
3. Develop project teams reporting to the crisis management team to address various elements of the crisis.
4. As a priority, develop a clear and consistent communication strategy. Avoid making statements that cannot be fully supported; a holding statement is infinitely better than an incorrect statement.

#### In parallel:

1. Don't compound the crisis by attempting to cover up or conceal information relevant to investigations. Preserve information, including all relevant physical and electronic records. Co-operate with investigators but know your rights and exercise them where appropriate. Separate out documents benefitting from legal professional privilege.
2. Get help. Management will need direction and advice to deal with the crisis. Engage external advisers and benefit from dispassionate advice and assistance.
3. Stop any wrongdoing at once.

4. Engage with investigators. Establish whether the insurer commissioning its own investigation would avoid the need for external investigation. In any event, conduct an internal investigation to establish the facts. This will help (i) to ensure that informed action can be taken to address the causes of the crisis (ii) to inform any public statements and (iii) to demonstrate to stakeholders that the insurer is taking action.

#### During the crisis:

1. Keep stakeholders informed as far as possible. Remember that employees are important stakeholders and that an investigation may also involve dealing with sensitive employment issues.
2. Present a calm, clear and honest message to stakeholders and the public.
3. Impress on all staff the importance of not discussing the crisis outside the insurer, including through social media.

#### The best way to deal with a crisis is to prepare in advance:

1. Prepare a crisis management plan identifying appropriate managers and project teams to deal with any crisis.
2. Identify appropriate advisers (public relations, communications, legal, government affairs and the like). Involve them in the insurer's crisis management training programmes.
3. Arrange training on managing crises and refresh that training regularly. Extend training to staff. Does your receptionist know how to react to the arrival of an investigator from a prosecuting authority?
4. Draw up a list of dos and don'ts for management and staff.
5. Prepare a contingency plan for continuing the business during a crisis.
6. Prepare holding statements in advance to address various potential crisis situations.

Overall, to borrow a phrase from a famous insurance advertising campaign: Don't make a drama out of a crisis.

James Grennan, Head of Insurance, **A&L Goodbody**

t: +353 1 649 2318

e: [jgrennan@algoodbody.com](mailto:jgrennan@algoodbody.com)

w: [algoodbody.com](http://algoodbody.com)

# Tired of small talk, sweet talk and big talk? Then how about some straight talk.

Whether we're working with our clients on a customised solution, or taking them through the claims process, we always get right to the point. It's unambiguous. It's sincere. And it's what we're known for.

[www.awac.com](http://www.awac.com)

#alliedworld

## Insurance & Reinsurance. **Straight up.**

Insurance coverage is underwritten by member companies of Allied World. Coverage is subject to underwriting. Member companies may not be licensed in your state or jurisdiction. To find out if coverage is available, please contact your insurance broker.

# Partnership starts with a conversation.



PartnerRe

# [ Thank you to our Sponsors ]

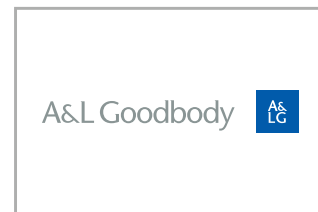
[ Gold Sponsor ]



[ Silver ]



[ Silver ]



[ Silver ]



[ Bronze ]



[ Bronze ]



[ Bronze ]



[ Bronze ]



[ Bronze ]



[ Lunch Sponsor ]

[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

# [ Programme ]

Thursday 25 May 2017

8:00 - 8:50	Registration & networking refreshments	Sponsored by: 
8:50 - 9:00	Opening remarks & welcome	Kevin Thompson, CEO, Insurance Ireland
9:00 - 9:15	IFS2020	A strategy and action plan for Ireland's International Financial Services Sector  Eoghan Murphy, Minister of State at the Departments of Finance and Public Expenditure & Reform (Ireland)
9:15 - 9:30	The Irish Regulatory Environment	Gerry Cross, Director of Policy and Risk, CBI
9:30 - 10:20	Regulation: national diversity, international (dis)harmony?	The panel, from the UK, the US, Europe and Ireland will discuss issues such as equivalence, harmonisation, the likely impact of the roll back of the Dodd-Frank bill to financial regulation (US), and the future of Solvency II in an autonomous Britain.  Dr Manuela Zweimueller, Head of Regulations, EIOPA John Huff, Former Director of MO DIFP, Immediate Past President, National Assoc of Insurance Commissioners (NAIC) Gerry Cross, Director of Policy and Risk, CBI Steven Findlay, Assistant Director, Head of Prudential Regulation, Association of British Insurers Sean McGovern, Chief Compliance Officer, Head of Regulatory & Government Affairs, XL Catlin Moderator, Glenn Gillard, Financial Services Partner, Deloitte
10:20 - 10:40	Global industry keynote address	Denis Kessler, Chairman of the Board of Directors and Chief Executive Officer of SCOR SE
10:45 - 11:15	COFFEE BREAK	Sponsored by: 
11:15 - 12:00	The low yield world	How well is the industry coping? What are the real risks and opportunities? What happens if/when yields start to rise significantly?  Euan MacLaren, MD, Head of UK and Ireland Institutional Business, Natixis Global Asset Management (NGAM) David Harney, CEO Irish Life Sean MacHale, Executive Director - Head of Institutional Banking, Danske Bank Moderator, Greg Carter, Managing Director Analytics, AM Best
12:00 - 12:40	The changing tax landscape	This panel will discuss Irish and International tax developments including BEPS, Common Consolidated Corporate Tax Base (CCCTB), future UK tax strategy and potential US tax reforms.  Helen O'Sullivan, Senior Vice President at Axis Praveen Sharma, Managing Director, Global Leader – Insurance Regulatory & Tax Consulting Practice, Marsh Jefferson VanderWolk, Head of the Tax Treaty, Transfer Pricing & Financial Transactions Division, OECD Moderator, Conor Hynes, Partner-Tax, Deloitte



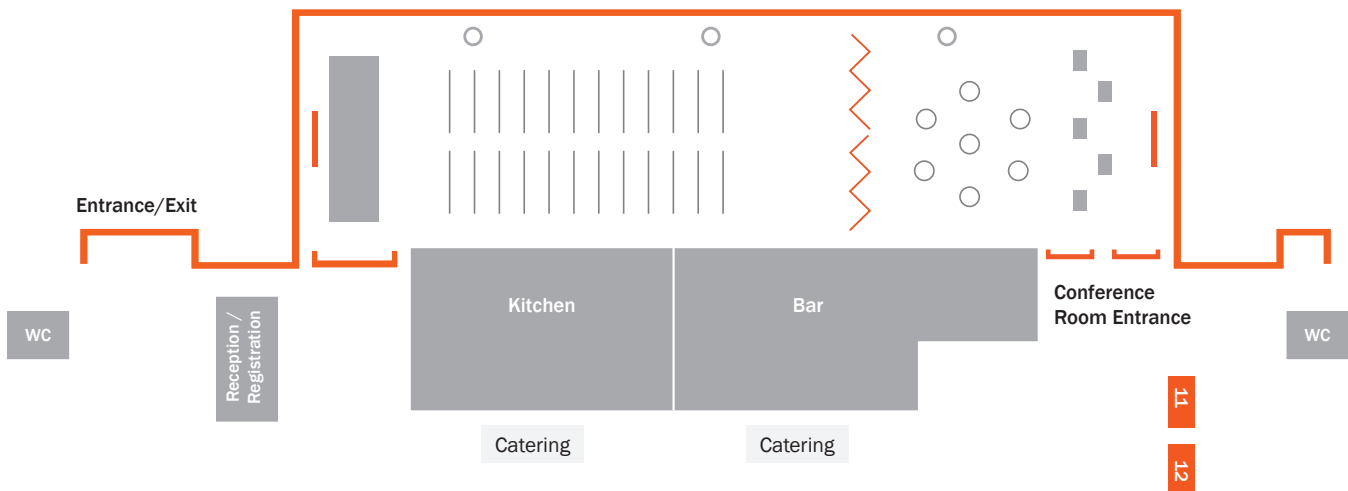


# [ Exhibitors EIF2017 ]

- |                        |                                      |
|------------------------|--------------------------------------|
| 0 // Insurance Ireland | 7 // Partner Re                      |
| 1 // Schroders         | 8 // C Consulting                    |
| 2 // Asseco            | 9 // Natixis Global Asset Management |
| 3 // Gamma             | 10 // XL Catlin                      |
| 4 // Deloitte          | 11 // Allied World                   |
| 5 // Matheson          | 12 // Milliman                       |
| 6 // The Institutes    |                                      |

## [ Conference Hall ]

Hogan Suite



## [ Exhibitors ]

- |   |   |   |   |   |   |   |   |   |   |    |          |
|---|---|---|---|---|---|---|---|---|---|----|----------|
| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Catering |
|---|---|---|---|---|---|---|---|---|---|----|----------|

Some of our exhibitors will be running competitions throughout the day with some great prizes. Drop by to be in with a chance to win.

Thank you to all our exhibitors @EIF2017

 #eifDublin

# [ Thank you to our Supporting Sponsors ]



[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

# [ Speakers 2017 ]



[ Ross Campbell ]  
Chief Underwriter of  
Gen Re Life/Health UK

Ross Campbell is Chief Underwriter of Gen Re Life/Health, research and development. Ross has worked in reinsurance for more than 30 years both in the UK and Asia.

He is a Chartered Insurer, holds the Diploma in Medical Underwriting and is a Senior Examiner for the Chartered Insurance Institute. Ross has a particular focus on disruption and innovation and plays a key role in driving Gen Re's international life/health digital strategy.



[ Greg Carter ]  
Managing Director  
Analytics, AM Best

Greg Carter is M.D., Analytics in A.M. Best's London office with responsibility for the agency's credit ratings in the EMEA region.

Having almost 30 years' experience in the insurance sector starting out with Standard & Poor's then moving to Bank of America, Greg established A.M. Best's first overseas office in London in 1997. He later joined Fitch Ratings and led the analytical team for EMEA. Greg has also spent time with the UK regulator, where he led a team supervising insurance brokers. He served on the board of Capita Commercial Insurance Services in London and was based in Hong Kong with Ernst & Young.



[ Gerry Cross ]  
Director of Policy and Risk,  
Central Bank of Ireland

Gerry Cross is Director of Policy and Risk at the Central Bank of Ireland with responsibility for regulatory policy for the banking, insurance, investment funds, and investment firms sectors and for the CBI's supervisory risk framework, PRISM.

Between 2011 and 2015 Gerry was M.D. for Advocacy at the Association for Financial Markets in Europe (AFME) and Head of AFME's Brussels Office. A trained barrister, Gerry lectured in Law at the University of Wales. He has worked for the UK FSA, at the European Commission and at the Institute of International Finance in Washington.



[ Kieran Donoghue ]  
Head of International Financial  
Services, IDA Ireland

Kieran Donoghue is Head of International Financial Services, IDA Ireland. He is a member of IDA's Senior Leadership team (Executive Committee) and Chair of the Agency's Client Development Committee (CDC) and Brexit Group. He has served overseas in Washington DC where he had responsibility for a number of key policy areas including the International Tax Agenda. He is a graduate of University College Cork (UCC) and has also studied at Boston College, the University of Toronto and at Oxford. He is a member of the Institute of Directors and the Ireland - United States Alumni Association.



[ Alpesh Doshi ]  
Founder, Fintricity

Alpesh is founder of Fintricity, a company specialized in helping enterprises leverage big data and analytics solutions, technology and cloud.

Fintricity also works on designing and implementing digital transformation strategies in the financial services sector.



[ Ian Fantozzi ]  
Group COO, Beazley

Ian joined Beazley in 2003 and was appointed Group COO in July 2011. He is responsible for all of Beazley's IT, outsourcing, procurement, office space, facilities, project management, and underwriting & claims operations. Ian first joined Beazley as an IT Programme Manager, then moved to Marine in 2006 as Operations Manager. In 2008, Ian became Head of Underwriting & Claims Operations for the UK & Non-US offices. Ian has worked in the insurance sector for over 15 years, and has degrees in Economics and Computation.

# [ Speakers 2017 ]



[ Steven Findlay ]

Assistant Director, Head of Prudential Regulation, Association of British Insurers (ABI)

Steven is an Assistant Director and the Head of Prudential Regulation at the Association of British Insurers, the trade body representing UK insurers, reinsurers and long-term savings providers.

He leads the ABI's development and implementation of policy concerning the prudential supervision and regulation of insurers, focusing on a variety of policy issues including Solvency II, long-term investment and global insurance capital standards as well as on accountancy standards.



[ David Flandro ]

Global Head of Analytics, JLT Re

David Flandro is the Global Head of Analytics at JLT Re where he oversees the Actuarial, Catastrophe Modeling and Strategic Advisory functions of the firm. David also works closely with and supports the JLT Capital Markets and team. He previously led JLT Re's Strategic Advisory team which is responsible for rating advisory, sector research, financial analysis and client strategy. Prior to joining JLT, David worked for Guy Carpenter as Global Head of Business Intelligence, and at Benfield as a member of the Industry Analysis & Research team.

David received his BA (hons) from BYU and holds an MBA in financial engineering from MIT.



[ Ronan Gargan ]

Director of the EU-UK Unit, Dept of Foreign Affairs & Trade

Ronan Gargan is Director of the EU-UK Unit in the EU Division of the Department of Foreign Affairs and Trade. This unit is responsible for preparing Ireland for the EU's negotiations with the UK following the Brexit vote. Previously, Ronan has worked as the Director of the Irish Abroad Unit, as the Deputy Political Director for Northern Ireland and in Brussels as policy coordinator in the Permanent Representation of Ireland to the European Union. He has also worked as the Advisor on EU Affairs in the Irish Parliament and as Ireland's Deputy Permanent Representative to the Council of Europe in Strasbourg.



[ Glenn Gillard ]

Financial Services Partner, Deloitte

Glenn leads the firm's offerings in the insurance area. He has extensive experience working with domestic, cross-border and international insurers. His experience includes areas such as external audit, internal audit and controls assurance, regulatory projects and licence applications. Glenn sits on the Department of An Taoiseach IFSC Solvency II Working Group and on the Accounting Committee of the Chartered Accountants Ireland.



[ James Grennan ]

Head of A&L Goodbody's Insurance Group

James Grennan is Head of A&L Goodbody's Insurance Group. His practice embraces all aspects of insurance law and regulation including the set up and authorisation of insurers, ongoing regulation, the provision of cross-border services, sale and purchase of insurance companies and insurance businesses, captive insurance, authorisation and regulation of insurance intermediaries, contracts, regulatory investigations and enforcement actions and statutory compensation schemes. He advises life and non-life insurers, health insurers, reinsurers, captives and intermediaries. He played a major role in the A&L Goodbody legal team that advised the Irish Government's Department of Finance for the establishment of the Irish Financial Regulator.



[ David Harney ]

Group CEO of Irish Life

David took over as Group CEO of Irish Life in July 2016.

Irish Life is the leading Life, Investments and Pensions Company in Ireland. Irish Life recently launched Irish Life Health having acquired Aviva Health & GloHealth. David was previously Managing Director of Irish Life Corporate Business which is the leading provider of Group DC, Group Risk and Pay Out Annuities in Ireland. David has been associated with Irish Life for 30 years. David is a Fellow of the Society of Actuaries in Ireland.

# [ Speakers 2017 ]



[ John Huff ]

Former Director of Missouri DIFP,  
Immediate Past President, Natl Assoc  
of Insurance Commissioners (NAIC)

John Huff was director of the Missouri Department of Insurance, Financial Institutions and Professional Registration and served eight years from 2009 to 2017. He is immediate past President of the NAIC, the national insurance standard setting body for the US. Huff spent 11 years as an executive with leading insurers and reinsurers, including Swiss Re and GE Insurance Solutions. Huff earned his bachelor's degree in business administration from Southeast Missouri State University. He earned an MBA at Saint Louis University and his juris doctor degree from the Washington University School of Law in St. Louis.



[ Conor Hynes ]

Partner - Tax, Deloitte

Conor is a tax partner with Deloitte with more than 20 years' experience advising clients in financial services and international tax. He has worked with many multinational companies from Europe and the US.

Conor advises on Irish and international taxation issues arising on the location of operations in Ireland and has been involved in advising on numerous international group reorganisations with the aim of optimising tax efficiency and minimising tax cost. He manages and coordinates the provision of tax services to Irish subsidiaries of multinationals and domestic companies.



[ Dr. Declan Jackson ]

Director of Government Affairs,  
Insurance Ireland

Dr. Declan Jackson is the director of Government Affairs with Insurance Ireland, a post he has held since 2015. Insurance Ireland is the Voice of Insurance in Ireland and represents Insurance, reinsurance and captive companies who write business in the life, non-life, health and international sectors both in Ireland and throughout the world from an Irish base. Prior to Insurance Ireland Declan's background was trade associations and politics.

Declan holds an MBA from UCD Michael Smurfit Graduate Business School and a PhD from the University of Limerick.



[ Julian James ]

President, Global Markets,  
Allied World Assurance Company

Julian James joined Allied World in 2013 as European President. He is responsible for providing strategic leadership and executing business strategies for the European and Asia insurance operations. Prior to joining Allied World, Julian worked at Lockton International and Lloyd's of London.

Julian is a working member of the Lloyd's Council. He served as President of the Chartered Insurance Institute until July 2012. He is Vice President of the Insurance Institute of London. In addition to this role he is a board member of the Lloyd's Community Programme. Julian was also a board member of the General Insurance Standards Council.



[ Denis Kessler ]

Chairman of the Board of Directors &  
Chief Executive Officer of SCOR SE

[Keynote Speaker]

Denis Kessler is Chairman of the Board of and CEO of SCOR SE since 2002. He is a professor with advanced degrees in economics and social sciences, and a Fellow of the French Institute of Actuaries. He holds a PhD in economics.

Denis is Chairman of the Cercle de l'Orchestre de Paris, a member of the Board of the Geneva Association, of the International Advisory Panel (IAP) of the Monetary Authority of Singapore (MAS) and of the Boards of Le Siècle, the Global Reinsurance Forum and the Reinsurance Advisory Board, and a Global Counsellor of the Conference Board, member of the Steering Committee of Insurance Development Forum (IDF). Prior to joining the SCOR group, he was Chairman of the Fédération Française des Sociétés d'Assurances -FFSA- Association of French Insurers and a member of the Conseil National des Assurances, amongst others.



[ Sean MacHale ]

Executive Director - Head of  
Institutional Banking, Danske Bank

Sean runs Danske Bank's Institutional Banking business which includes many insurance clients across Europe. He has responsibility for all product, risk and solution delivery for the business and is a senior member of the Global Institution's Management Team. Prior to joining Danske Bank, Sean was Head of Global Markets for HSBC Bank in Ireland. Sean is a Certified Bank Director and has been a guest lecturer to the MSc in Investment and Treasury in DCU. Sean holds a BComm from NUIG.

# [ Speakers 2017 ]



[ Euan MacLaren ]

Managing Director, Head of UK & Ireland Institutional Business, NGAM

Euan is a member of the Board of NGAM UK and is Head of the UK and Ireland Institutional Business. Euan has overall responsibility for all institutional distribution channels in the UK and Ireland with a focus on Insurance, Pensions (DB and DC), Local Authorities and Financial Institutions. Euan is a qualified Chartered Accountant and has over 26 years' experience in the investment industry.

Euan graduated with a BSc from the University of Edinburgh in 1988 before undertaking a postgraduate diploma in Accounting at Heriot-Watt University. He qualified as a member of the Institute of Chartered Accountants of Scotland in 1993.



[ Darren Maher ]

Partner, Matheson

Darren is a partner in the Financial Institutions Group at Matheson. He has advised a wide range of leading domestic and international financial institutions on all aspects of financial services law and regulation including establishment and authorisation, development and distribution of products, compliance, corporate governance and re-organisations including cross-border mergers, schemes of arrangement, portfolio transfers and mergers and acquisitions. Darren has published articles in financial services publications and is co-author of the Irish chapter of PLC's Cross-border Insurance and Reinsurance Handbook and of ICLG's Guide to Insurance and Reinsurance.

Darren lectures at the Law Society of Ireland and the Insurance Institute of Ireland.



[ Paul Mason ]

Award Winning British Journalist, Broadcaster and Author  
[Keynote Speaker]

Paul Mason is a writer, broadcaster and film-maker who speaks on the areas of economics, globalisation and the future of capitalism. As Economics Editor for Channel 4 News from 2013-2015 he covered all aspects of the UK and global economy, markets, labour and commerce. Previous to his role as Economics Editor, Paul was Channel 4's Culture and Digital Editor examining the social, cultural and business impact of the new age of digital and online.

Between 2001 until 2013 Paul worked on BBC2's Newsnight programme, firstly as Business & Industry Correspondent, and then as Economics Editor. Paul has written a series of books covering contemporary economics and politics.



[ Sean McGovern ]

Chief Compliance Officer Head of Regulatory & Government Affairs, XL Catlin

Sean McGovern joined XL Catlin as Chief Compliance Officer, Head of Regulatory & Government Affairs in October 2016 from Lloyd's of London. He is a non-executive board member of TheCityUK which promotes the UK financial services sector and is also Chairman of its International Trade & Investment Group. In 2011 he was appointed to serve as a member of the first US Federal Advisory Committee on Insurance. In 2015 he was also appointed by the US Treasury to serve on the terrorism insurance advisory committee on risk-sharing mechanisms.

Before joining Lloyd's of London Mr. McGovern, practiced law at Clifford Chance LLP, based in London.



[ Frank Mee ]

Deputy CEO and Finance Director of Allianz Worldwide Care

Frank Mee is Deputy CEO and Finance Director of Allianz Worldwide Care, the Allianz Group's international health insurance subsidiary, which is based in Dublin. Frank has a BComm degree from UCG and subsequently qualified as a Chartered Accountant with Deloitte.

He joined the company now known as Allianz Ireland in 1986 and served on the Board of Management of that company for many years until 1999. He was instrumental in the decision by Allianz Group to base its new international health insurance operation in Dublin in 1999. Frank was also involved in the founding of Allianz Re Dublin Limited and has served on that company's Board since 1999.



[ Robin Merttens ]

Independent Consultant and Analyst, Ottair Limited

Robin is a Cambridge graduate who started in the law and used it as a launching pad into management at one of the world's top 10 insurance brokers. He co-founded and ran R13K whose proposition was to build "e-Lloyds" and digitise the reinsurance and specialty markets which the London market now uses for e-placing plans.

Robin now works as an independent consultant and advisor in the InsurTech space advising new entrants on strategy and marketing and acting as a "dating agent" between new and old worlds for all things innovative. In 2015 he co-founded InsTech London, an InsurTech community designed to bring together innovators, incumbents and investors. InsTech has over 1800 members and is among the most active InsurTech networks in the world.

# [ Speakers 2017 ]



[ Michael J Morrissey ]  
President & CEO, International  
Insurance Society, USA

Mike Morrissey is President and CEO of the International Insurance Society. The IIS is the largest and most diverse organization of the global insurance industry, its members comprise all industry stakeholders, insurance company executives, scholars, regulators and advisors from nearly 100 countries, sharing their diverse knowledge and perspectives to study the forces driving growth and innovation in the industry.

Mike was formerly President of Manhattan Life Insurance Company, and EVP of Crum & Forster Insurance Group. He holds a B.A. from Boston College, an MBA from Dartmouth, and has completed the Harvard Business School Corporate Finance Program. He is also a Chartered Financial Analyst and former President of the Association of Insurance and Financial Analysts.



[ Minister Eoghan Murphy ]  
Minister of State at the Departments of  
Finance & Public Expenditure & Reform

Eoghan Murphy, TD is the Minister of State at the Departments of Finance and Public Expenditure & Reform, with special responsibility for Financial Services, eGovernment and Public Procurement.

Eoghan worked in the area of international arms control, and was based in London, Geneva and Vienna, working at various times for NGOs and the UN. The political and economic crisis that began in 2008 provoked Eoghan to return home and get involved in politics.

Eoghan studied English and Philosophy in UCD, and then completed his MA in International Relations in King's College, London.



[ Garvan O'Neill ]  
Director of Group Finance,  
Legal & General, UK

Garvan is the Director of Group Finance in Legal and General PLC, the largest bulk annuity provider and term protection provider in the UK and the largest asset manager in Europe. Garvan leads the group finance function including Treasury, Tax, FP&A, financial and regulatory reporting, finance change and operations across the group and the group's finance shared services centre.

Prior to joining Legal and General PLC, Garvan was a senior partner in PwC Ireland for over 15 years specialising in FS regulatory and finance matters. Garvan is a chartered accountant, has a Bachelor of Commerce and a Diploma in Professional Accounting from University College Dublin.



[ Helen O'Sullivan ]  
Senior Vice President at AXIS

Helen O'Sullivan is a Senior Vice President at AXIS, a NYSE-listed global insurance and reinsurance group. As Deputy Head of Tax, she has responsibility for the tax affairs of operations across Europe, Asia Pacific and South America. She has broad experience in financial services tax, having worked in banking as well as insurance. Helen is a graduate of Trinity College Dublin and University College Dublin, a Fellow of the Institute of Chartered Accountants in Ireland, a Chartered Tax Adviser and a past president of the Irish Taxation Institute.



[ Praveen Sharma ]  
Managing Director Global Practice  
Leader - Insurance Regulatory & Tax  
Consulting, Marsh Ltd

Praveen Sharma, a UK Chartered Accountant, is the global leader of the Insurance Regulatory & Tax Consulting Practice at Marsh. Praveen is responsible for providing multinational companies with relevant information on insurance regulations and tax that could impact on their global insurance arrangements and risk financing structures.

He has nearly 30 years experience in the insurance sector dealing with accounting, regulatory and corporate and premium tax issues relating to risk financing arrangements, premium allocation, cross border transactions, repatriation of funds and global insurance programmes.



[ Kevin Thompson ]  
CEO of Insurance Ireland

Kevin is the CEO of Insurance Ireland, the representative body for the Irish insurance industry. He previously worked as a consultant with companies based in Ireland, the UK & Norway, helping devise and implement change programs within their organisations. He also held the role of CEO of Alico Life International and held senior executive positions within Allianz Worldwide Care, Citigroup & Lincoln Financial, working both in Ireland and the UK.

Kevin holds a Dip Sports Psychology and a MSc Management Practice in Strategy & Transformation from University College Cork and received executive training in leadership and strategic management at the University of Pennsylvania - The Wharton School.



# [ Speakers 2017 ]



[ Jefferson VanderWolk ]

Head of the Tax Treaty, Transfer Pricing & Financial Transactions Division, OECD

Jefferson VanderWolk is the head of the Tax Treaty, Transfer Pricing, and Financial Transactions Division at the OECD Centre for Tax Policy and Administration. He is a lawyer who has been engaged in international tax practice, policy development, and scholarship since 1985. He has been a partner at Baker & McKenzie and Deloitte in both London and Hong Kong, a corporate tax director at Merrill Lynch, a Special Counsel at the IRS Office of Chief Counsel, a law professor in Hong Kong, London, and Washington DC, and International Tax Counsel to the U.S. Senate Committee on Finance. He is admitted to practice in both the U.S. and the U.K.



[ Helena Walsh ]

Executive Director, Cicero Group

Helena leads Cicero's Brussels team and has fifteen years' experience working on Government and EU policy – financial services and digital. Before joining Cicero, Helena was a Political Functionnaire on the European Parliament Economic and Monetary Affairs Committee and has also worked at the Irish Industrial Development Agency. She began her career in the European Commission.

Helena advises clients on technical policy issues and provides strategic advice on the EU legislative processes. She holds a Master's degree in European Social Policy Analysis and has previously lived in Denmark and Japan.



[ Dr Manuela Zweimueller ]

Head of Regulations, EIOPA

Manuela was appointed Head of Dept Regulations in 2013 with responsibility for EIOPA's regulatory and policy tasks in insurance, pensions, consumer protection and financial innovation, related impact assessments and peer reviews, external relations, training & events as well as for cross-sectoral topics dealt with by the ESA's Joint Committee.

Prior to EIOPA, Manuela was a member of the senior management at Munich Re. She led the implementation of Solvency II at ERGO International and set up a Risk Management Hub in London for Munich Re. Manuela holds a PhD in biochemistry and a Certificate in Economics for Scientists from University of Hagen (Germany).

## Do you have a question for the panellists? Just ask!

EIF2017 is using Deloitte Analytics.

Put your questions to panelists by completing the following simple steps:

STEP ONE

Log onto [deloitte.ie/eif2017](http://deloitte.ie/eif2017)

STEP TWO

Enter your Name and Company (Optional)...

STEP THREE

Enter your question....

STEP FOUR

Press Submit.



**Deloitte.**



## [ Ireland for Insurance – A Compelling Proposition ]

As Insurance Ireland's President for 2017/2018, it is my very great pleasure to welcome you to the European Insurance Forum (EIF).

EIF has been running since 1999 and this is the first year it is to be held under the banner of Insurance Ireland but its role as a forum for decision makers continues to go from strength to strength. The conference is important for Irish-based executives and international visitors to have as a landmark event to consider developments in the industry, the interplay of political and economic developments and trends that are impacting their businesses.

This year, with Brexit and Article 50 now triggered, the matter of domicile of choice becomes critical. There are compelling statistics on Ireland as an international insurance location including:

- almost 50% of Insurance Ireland's 140 member companies are selling internationally from Ireland.
- Over 28,000 are employed both directly and indirectly in insurance: one in four jobs in finance in Ireland is in insurance
- Gross premium income for Insurance Ireland's membership was €51 billion in 2015 with approximately €16 billion related to domestic business and €35 billion to international business
- The Irish industry holds €200 billion in assets under management

These figures represent a growing, confident industry with a vibrant support ecosystem and supportive Government policy. Taken together, these are strengths which will enable the industry to maintain its strong growth trajectory and benefit existing operators and new entrants.

I would also like to offer my experience of a major investment decision to give you a flavour of doing business in Ireland. In 1999, my own company Allianz Worldwide Care established an operation in Ireland becoming Allianz's second operation here. In the intervening years, the company has grown to employ 1,170 employees internationally, of which 900 are based in Ireland.

Ireland proved to be the right location for our new business with advantages like the pro-business culture, evenly balanced labour laws, a highly qualified workforce and the availability of multinational staff (we employ 62 nationalities speaking over 30 languages!). These factors still exist in Ireland, making it one of the obvious locations for new international (re)insurance businesses.

**Frank Mee**  
**Insurance Ireland President and**  
**Finance Director and Deputy CEO of**  
**Allianz Worldwide Care**



# [ CPD 2017 ]

We have confirmed CPD accreditation with several awarding bodies, as listed below.

Please check with your home country accrediting body to determine whether CPD points are available for the conference. In the instance where self certification is required you can contact:

**Nessa Feehan** tel: +353 (0)1 6447789 or at [nessa.feehan@insuranceireland.eu](mailto:nessa.feehan@insuranceireland.eu) to acquire proof of attendance, presentation slides (where available) and/or a copy of the conference agenda. Presentation slides will be available after the conference.

#### **Institute of Banking / ACOI (Association of Compliance Officers in Ireland)**

At the time of going to print, EIF2017 was awaiting confirmation of CPD awards. Please check our website for updates.

CPD points for attendance at EIF2017 will be awarded by the **Insurance Institute of Ireland**. Please check our website for details.

#### **SELF-CERTIFIED ACCREDITATION**

The bodies listed below allow self-certification and may give accreditation for your attendance at EIF2017. It is important to note that none of the bodies listed have accredited or approved the European Insurance Forum.

#### **ACCA (Association of Chartered Certified Accountants)**

This is a self-managed accreditation whereby 1 hour = 1 unit. Members of ACCA should go to [www.accaglobal.com/en/member/cpd/members-cpd.html](http://www.accaglobal.com/en/member/cpd/members-cpd.html) to self-certify.

#### **Chartered Accountants Ireland**

Members of Chartered Accountants Ireland are required to self-certify and they are assessed on a case by case basis.

#### **CII (Chartered Insurance Institute)**

Members of Chartered Insurance Institute are required to self-certify and they are assessed on a case by case basis.

#### **Law Society of Ireland**

Members of the Law Society of Ireland are required to self-certify. Full details on how to apply are outlined here [www.lawsociety.ie/Documents/cpd\\_scheme/CPD\\_scheme\\_booklet\\_2016\\_2017.pdf](http://www.lawsociety.ie/Documents/cpd_scheme/CPD_scheme_booklet_2016_2017.pdf)

#### **LIA (Life Insurance Association)**

Members are required to self-certify and supply presentations.

#### **Society of Actuaries in Ireland**

Members of the Society of Actuaries in Ireland are required to self-certify.

[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]



European  
Insurance  
Forum

## Contact

**Insurance Ireland**  
Insurance Centre,  
5 Harbourmaster Place,  
IFSC, Dublin 1,  
D01 E7E8

+353 (0)1 644 7797  
[info@insuranceireland.eu](mailto:info@insuranceireland.eu)

[ [europeaninsuranceforum.com](http://europeaninsuranceforum.com) ]

