

Solving our  
maths problem

Geopolitical  
risk radar

Australian  
Insurance  
Awards

## AI: PERILS & PROMISE

Can insurers balance the  
risks and rewards of AI  
tools and navigate a  
path forward?

# Contents.



18

## Ahead of the game

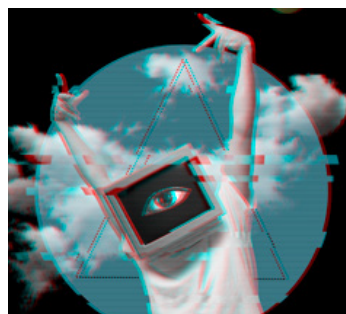
Aon New Zealand's new CEO Melissa Cantell is taking a proactive approach to the challenges of a fast-changing world.



6

### Risks and rewards

The rise of generative AI tools puts pressure on insurers and other businesses to respond to emerging risks of the technology.



12

### Bad digitisation

Technology is supposed to make work easier — but what if you have multiple tools and systems that are outdated or won't talk to each other?



22

### Our maths problem

With Australia and New Zealand lagging behind their Asian neighbours in numeracy, how can we safeguard insurance skills?



29

### The second act

After more than three decades at Marsh, Scott Leney is starting a new chapter in his career, with a move to Everest Insurance International.



34

## 2023 Australian Insurance Industry Awards

A full house of more than 800 insurance professionals gathered in Sydney in August for a glittering celebration of excellence, innovation and community.

### Regulars

5

#### In the know

Courses, webinars, podcasts and events.

67

#### Supporters

ANZIIF's 2023 corporate supporters

68

#### Member listing

ANZIIF welcomes its newest members.

69

#### The list

Six ways to be more persuasive.



# 56

CLAIMS

## Instant payouts

The option of instant payouts for insurance claims is proving to be a powerful drawcard in attracting and retaining customers. But can insurers manage the risks?



# 46

RISK

## Lose-lose: sportswashing

When sporting clubs and events accept sponsorship without conducting thorough due diligence on the sponsor, the risks can far outweigh the rewards.

# 52

REINSURANCE

## Geopolitical risk radar

Obvious geopolitical risks, such as the Russia-Ukraine war, are impacting business, particularly reinsurance. However, these risks are far from static.

# 60

LIFE

## Critical concerns

While new emergency treatments are saving more lives, stroke remains a major cause of long-term disability — and the incidence in younger age groups is rising.

# 64

BROKING

## Shine protection

Brokers must overcome customer complacency and confusion around jewellery insurance to ensure they are adequately protected.

## Key contributors



**CAMERON COOPER**  
Freelance business journalist

**ChatGPT** — "Insurance industry leaders need to get their heads around ChatGPT and other generative AI tools quickly. They need to understand how it works, and how it can work for them."



**SUSAN MULDOWNEY**  
Freelance writer

**Bad digitisation** — "Change is rarely easy, and few large-scale transformation projects go to plan in terms of timeline and budget, but the benefits appear to far outweigh the costs in the long term."



**CHRIS SHEEDY**  
Freelance writer

**Sportswashing** — "Whether it's a polluting company, a state with poor human rights records or some other mismatch of values, sportswashing can introduce entirely new levels of risk."

The *Journal* is published quarterly by Heads & Tales for the Australian and New Zealand Institute of Insurance and Finance (ANZIIF).

Vol. 46 No. 3 ISSN 144-8505

### GENERAL ENQUIRIES

Tel (61 3) 9613 7200 Fax (61 3) 9642 4166

Email [customerservice@anziif.com](mailto:customerservice@anziif.com)

Web [anziif.com](http://anziif.com)

### ANZIIF OFFICE

Level 18, 1 Nicholson Street,

East Melbourne, VIC 3002 Australia

Tel (61 3) 9613 7200

Email [journal@anziif.com](mailto:journal@anziif.com)

### JOURNAL ENQUIRIES

#### Account director

Scott Elmslie

#### Managing editor

Jo Davy

Tel (61 0) 490 091 713

Email [jodavy@hardiegrant.com](mailto:jodavy@hardiegrant.com)

#### Editor

Abigail Murison

#### Subeditor

Helen Eva

#### Art direction & design

Dallas Budde

### ADVERTISING ENQUIRIES

Nicole Prioste

Tel (61 0) 410 618 331

Email [nicoleprioste@hardiegrant.com](mailto:nicoleprioste@hardiegrant.com)



Heads & Tales

Private Bag 1600,

South Yarra, VIC 3141 Australia

Tel (61 3) 8520 6444

Web [headsandtales.agency](http://headsandtales.agency)

### Publication conditions

No responsibility is accepted by ANZIIF or Heads & Tales for the accuracy of any statement or advice contained in the text or advertisements. The opinions expressed in the *Journal* are those of the authors, not ANZIIF, unless otherwise stated. ANZIIF accepts no responsibility for the accuracy of information in articles and advertisements in the *Journal*. Article submissions to the *Journal* by ANZIIF members and others are welcome. Articles are accepted for publication only on the condition that the authors give ANZIIF an irrevocable non-exclusive licence to publish the article and authorise ANZIIF to give permission for production of the article in whole or in part by other persons and organisations for educational and training purposes, as well as on ANZIIF websites. © Heads & Tales Agency, 2023. All rights reserved.



Connect with ANZIIF via  
social media and [anziif.com](http://anziif.com)



# General Insurance Claims Handling Framework

The insurance industry is fundamental to our economy, and our Claims teams are the proof point for insurance.

As an industry we are not well understood by our broader community – and the less we are understood, the more important it is that we can point to a frame of reference of 'what good looks like'.

*The recent implementation of licensing requirements for Claims Handling has provided an opportunity for the insurance industry to establish a minimum professional standards framework for Claims Handling and Settling Services.*

LEARN  
MORE



ENDORSED BY



SUPPORTED BY





# In the know.

Cover all your bases with ANZIIF's guide to upcoming events and what you should be reading and learning right now.



## ANZIIF General Insurance Breakfast

6 December | The Fullerton, Sydney, NSW



ANZIIF's annual General Insurance Breakfast has long been a key event on the calendar for those wanting to learn about the critical issues shaping the general insurance industry. Now in its 35th year, the event brings together general insurance professionals from all parts of the industry to discuss challenges and opportunities, engage with thought leaders and celebrate successes from the past year. Attendees have the option to join in person or online.

[→ Buy tickets](#)

## Master of Change

HOW TO EXCEL  
WHEN EVERYTHING  
IS CHANGING—  
INCLUDING YOU

**Brad Stulberg**

Bestselling Author of The Practice of Groundedness



## Master of Change

By Brad Stulberg

In *Master of Change: How to Excel When Everything is Changing – Including You*, author and executive coach Brad Stulberg offers a path for embracing life's constant instability, arguing that change is not the exception, it's the rule. Drawing on modern science, ancient wisdom and daily practice, Stulberg presents principles for developing a mindset called 'rugged flexibility' along with habits and exercises to implement it.

Available now. HarperOne.



## Australian Liability Conference

18 October  
Hilton, Sydney, NSW

What are the most pressing issues and emerging risks shaping the liability landscape today? That's the question industry experts will be considering at the annual Australian Liability Conference. This hybrid in-person / online event has a packed program of keynote speakers, case studies and panel discussions.

[→ Buy tickets](#)



## New Zealand Insurance Industry Awards

22 November  
Cordis, Auckland

Following a fantastic celebration of excellence for the Australian insurance industry, it's now New Zealand's turn. With 15 award categories, the event showcases outstanding achievements in the New Zealand insurance industry as well as fostering growth and development of up-and-coming leaders under this year's theme: 'Nurture Talent'.

[→ Buy tickets](#)



## Lloyd's Demystified

It's the most recognisable name in insurance — but how much do you really know about the Lloyd's market? This short course includes an overview of the Lloyd's market structure and its participants, governance and financial security responsibilities, as well as how Lloyd's functions in, and brings value to, the global insurance market.

[→ Take the course](#)







# AI: PERILS & PROMISE

The rise of ChatGPT and other generative AI tools puts pressure on insurers and other businesses to respond to emerging risks of the technology.

**L**ess than a year since its launch, ChatGPT seems to be an omnipresence in our lives as it grabs headlines and redefines some tasks and workflows in offices, universities and homes.

In case you missed it, ChatGPT is a chatbot that was developed by OpenAI and released publicly on 30 November 2022. 'GPT' stands for generative pre-trained transformer. Essentially, you ask the chatbot a question, and it uses artificial intelligence (AI) to generate a unique response in text, images or video — drawing on language patterns it accesses from the pre-2021 internet. Human feedback — voting responses up or down — improves ChatGPT's performance over time, so that future responses will be more accurate and relevant.

Users can ask ChatGPT for factual information, such as 'What is the average annual rainfall in Auckland?', right through to asking it to write a 5,000-word university essay on platypus habitats, requesting a graph of a company's 10-year growth or getting it to write a short, professional email to a client, seeking additional information to complete a project.

The focus for industry leaders and legal and compliance teams, however, now needs to shift from incredulity about the power of OpenAI's famous chatbot to some critical questions.

## IN SHORT

Flaws in the 'training' of ChatGPT and similar AI tools pose risks for users and insurers.

Protecting data privacy and intellectual property has never been more important.

New regulatory frameworks will be required to respond to generative AI technology.

Mandarin feature



Interested in reading this article in Mandarin?

Take me there

What business risks and opportunities do ChatGPT and other generative AI tools — ones that create new content in response to a prompt — present? How should insurers respond strategically and legally to this technology? How can they protect the data and intellectual property of their customers?

Jono Soo, head of cyber specialty at Marsh New Zealand, says insurance industry leaders need to learn the nuances of the technology and be mindful of any associated risks.

"The key is to understand how [ChatGPT] is intersecting with current areas of coverage," he says. "In some respects, it's just another advancement of existing AI technology, so there doesn't need to be a knee-jerk reaction from markets at this stage."

In its Global Risks Report 2023, Marsh states that advancements in AI, quantum computing and biotechnology will create risks and "enable the misuse of personal information through legitimate legal mechanisms, weakening individual digital sovereignty and the right to privacy, even in well-regulated, democratic regimes". Soo says any concerns about generative AI technology are clearly not just an issue for the insurance industry. "Governments need to be across this as well, and societies in general. We really need to find some frameworks to quickly regulate the development and use of this technology and start putting some guard rails around it."

## Risks on the radar

Clyde & Co digital law and data privacy lawyer Alec Christie says there is an understandable desire among many insurance leaders to test the capabilities of ChatGPT as they seek to automate mundane processes, respond to internal and external queries, and generate quick answers to myriad questions.

"On the simple tasks, where there's generally available information, ChatGPT can put together a reasonably good answer," he says. "The problem comes if there's incorrect information or a pervasive urban myth, because it picks that up and ingests it."

Christie's concern for insurers and others is the risk of an "almost incidental and accidental ability to infringe intellectual property and not comply with privacy provisions". "If you're not addressing the potential risks from an IP and privacy point of view, you're opening yourself up to a huge risk," he warns.

Like Christie, other lawyers and leaders are trying to comprehend some of the risks — legal and reputational — that exist for insurers and other businesses from generative AI tools.

### Defamation lawsuits and other liability concerns

ChatGPT is smart, but it is not foolproof. Indeed, verifying information is one of its weaknesses because its responses are based on patterns, rather than up-to-date information or knowledge.

This opens the way for possible defamation action, as shown in the case of an Australian regional mayor, Hepburn Shire's Brian Hood, who is threatening to sue OpenAI if it does not correct ChatGPT's false claims that he had served time in jail for bribery.

## THE SILVER LINING: HOW INSURERS CAN USE CHATGPT

**Tools such as ChatGPT can provide rewards, not just risks, for insurers.**

With customer support, for example, AI platforms can respond to common customer queries relating to policy details, billing and the status of claims. For underwriting, they have the potential to further build on AI and machine-learning models to improve data collection and analysis, while saving valuable time.

Although he believes AI needs to be carefully managed, Clyde & Co's Alec Christie does not doubt its ability to help insurers, describing it as the "electricity of our generation".

"Whether it's fraud detection, whether it's better customer experience or whether it makes for faster, more efficient claims processing, it has amazing potential and can be a game changer," he says.

Nevertheless, with such potential comes great responsibility.

"Yes, you've got to recognise that this is an innovative tool, but what are the risks?" says Christie. "AI trains on huge amounts of data. For many of our clients, that's personal and sometimes very sensitive information. So, there must be rules around that."

The case could be the first defamation lawsuit against ChatGPT and highlights a common problem: the possibility of chatbots providing incorrect, although superficially plausible, information. To protect themselves, businesses should issue guidance that requires employees to review any output generated by chatbots for accuracy.

Sebastian Hartley, a general litigator at Holland Beckett in New Zealand, says the temptation to "delegate work" to chatbots creates a risk if their output is not properly checked. "You really need that verification, because if information is being acted on, or it's being packaged and then sent out to others, liability attaches to that information."

Significantly, there is no specific regulatory framework in New Zealand or Australia to oversee the use and abuse of AI tools. "People are yet to really wake up to the legal implications," says Hartley. "We find that with most new technologies, there's a lag before we really begin to see businesses getting lawyers involved. Typically, something has to go wrong first."

### Data privacy and confidentiality fears

A massive dataset of text — such as books, articles and websites — are used to pre-train ChatGPT and similar 'large language models'. And this raises questions about the privacy and security of the data that is used to train these AI tools. For example, when the chat history of ChatGPT is not disabled, any information that is entered into it could become part of its training dataset.

If an employee at an insurer inserts sensitive and personal customer data into an AI search, that data can then be used as part of responses to other chat requests.

"As an insurer, if you've got all this great data on a lot of people who may have been with you for many, many years, it's something you've got to seriously protect," says Christie, who advises businesses to set up compliance frameworks for the handling of such data.

**"We really need to find some frameworks to quickly regulate the development and use of this technology and start putting some guard rails around it."**

Jono Soo / Holland Beckett



# AN ETHICAL MINEFIELD

These are three of the biggest ethical challenges stemming from generative AI.

## 1 BIASED, SEXIST OR RACIST RESPONSES

Programming bias is one of the major flaws of ChatGPT and its rivals. In many instances, AI may provide racist and sexist responses because of prejudiced data.

The case of another large language model, Galactica, is instructive. In November 2022, Facebook owner Meta unveiled Galactica — after training it on millions of examples of scientific articles, websites, textbooks and lecture notes — with a view to serving the science community. Just three days later, Meta shut down the platform after a backlash, with users criticising it for spreading misinformation and spewing out racist diatribes.

These potential biases mean it will be crucial for insurers to carefully consider the quality and diversity of any data they use with AI platforms.

"Unlawful discrimination is clearly one of the risks of using ChatGPT or AI for data analysis," says Holland Beckett's Sebastian Hartley. "If you're not consciously working to check and correct those sorts of biases, it can have a systemic discrimination effect, which will obviously be pertinent for insurers."

## 2 PLAGIARISM AND CHEATING

People experimenting with ChatGPT have been quick to realise that they can use it to cheat.

There have been reports of people taking advantage of the tool to win coding contests, while many school and university students are using it to write their essays and assignments.

However, plagiarism-detection software is quickly improving. Some universities, too, are allowing the use of AI in assignments, providing it is disclosed.

## 3 INTELLECTUAL PROPERTY BREACHES

Expect lawyers and ethicists to be busy as they grapple with uncertainties around the ownership of AI-generated works and content. Clyde & Co's Alec Christie says the threat of copyright or intellectual property (IP) breaches with generative AI must be taken seriously.

Clyde & Co is helping to draft generative AI usage policies for clients. Such policies set "the rules of the road", covering factors such as why a company needs to use the technology, who can use it and for what purposes it can be used.

"And, most importantly, how can we double-check that any usage does not involve an IP infringement?" says Christie.

He believes pressure will mount on insurers to ensure that their customers have such a usage policy in place.





## IS AI INTERRUPTION COVER NOW A THING?

Sydney insurer BizCover believes its new AI interruption cover product is part of a “brave new world” of insurance.

Designed to protect employees who are replaced by AI chatbots and virtual assistants, BizCover pledges to cover up to 80 per cent of previously reported income for up to one year. The policy includes access to a robo-coach for job retraining.

Marsh's Jono Soo believes such products are a sign of the times and reveal that new opportunities can always emerge for insurers, adding: “This is a very nascent area of technology, but anything can be insured as long as people are willing to put some dollars on it.”



WANT MORE?  
**CLAIM  
YOUR CIP  
POINTS**



**READ //**

**How AI  
can combat  
claims leakage**

By Chris Sheedy  
★ 0.25 CIP pts

→ **Take me there**



**WATCH //**

**Using AI and  
Data-led Signals**

By Lopamudra Panda  
and Andrew Beevors  
★ 0.75 CIP pts

→ **Take me there**

## Phishing emails and cyber attacks

Hackers are already using ChatGPT to write advanced phishing emails and create malware. This is making it more difficult than ever to detect the difference between AI and human-crafted emails and texts.

The technology has also lowered the entry bar for sophisticated attacks from a larger cohort of scammers, who are using ChatGPT for in-depth learning about their targets. As a result, businesses can expect a new wave of attacks, and insurers are likely to face a rising number of cyber claims.

## Insurers, be on your guard

What does this all mean for insurers? Hartley believes generative AI can be a great tool for insurers to crunch data and analyse risk. However, it is a case of user beware.

“It’s garbage in, garbage out, as computer scientists have said for a long time,” says Hartley. “These tools are only as smart as what you’re feeding them. I suspect that within about five years, we’ll be in a radically different position as AI models learn not only to make better sense checks of what they’re producing, but also get better at selecting and even recommending the input.”

Soo agrees that the key for insurers will be to establish policy guidelines around the use of generative AI and to ask existing and potential customers about their use of the technology.

“We find, with our background in the cyber space, insurers have been really good at asking the right questions through the underwriting process, including what risk-management controls are in place,” he says. “That will be important with AI, too.”

Christie says the red flags with ChatGPT for insurers are clear: “Don’t just jump into the lake without checking how deep it is first.” That means paying attention to risk management, doing your due diligence and putting in place smart usage policies for generative AI tools.

“There’s a lot of potential upside for businesses and insurers,” adds Christie, “but you’ve got to manage it, because sticking your head in the sand is not going to cut it when these issues start to get the attention of regulators.” //



**CAMERON COOPER**

**Freelance business journalist**

“The speed with which ChatGPT has become part of our world is astonishing. While much of the focus is on whether such AI tools will take our jobs, the spotlight should turn to maximising the gains and minimising the risks of the technology. That means insurance industry leaders need to get their heads around ChatGPT and other generative AI tools quickly. They need to understand how it works, and how it can work for them. If they do, their jobs will be just that little bit safer.” //





CYCLONE SEROJA | KALBARRI, WA AU

# IMPACT RESPONSE

## FAST CAPTURE. FASTER RELIEF.

After a natural disaster, response time is critical. Property Insurers must equip their teams with the right tools to assess damage, deploy field resources, and get repairs underway quickly.



ASSESS



RESPOND



RECOVER



Nearmap was very responsive; they got planes in air, and we had pictures the next day of damage on the ground. That was before we could even get claim adjusters in there.”

Director of Geospatial Capabilities, Tier 1 Insurer



Natural disasters covered include floods, bushfires, hail, earthquakes, cyclones, monsoons and tropical storms.

Learn more: [www.nearmap.com/post-catastrophe](http://www.nearmap.com/post-catastrophe)





# BREAKING BAD



Technology is supposed to make work easier — but what if you have multiple tools and systems that are outdated or won't talk to each other? That's bad digitisation, and it's costing insurers time and money.



## IN SHORT

- Technology updates remain a challenge across the insurance industry, with many players weighed down by legacy systems.
- The risks of bad digitisation outweigh the business challenge of technology upgrades.
- Updating digital delivery requires careful project management, realistic timelines and appropriate resourcing.

Photography: iStockphoto

Digital technologies present huge value to insurers and their customers. New systems can transform pricing, distribution, underwriting and claims processes. They can provide easy access to rich data that enhances the customer experience through product personalisation, while eliminating clunky manual handling.

If only adopting new technologies was as simple as the solutions they present.

Technology updates remain a challenge across the insurance industry. A recent insurance industry trends report from financial services technology company Earnix shows that of the 298 insurance executives surveyed in Australia, the United States and Europe, 90 per cent don't have full operation modernisation strategies and many depend too heavily on legacy and multiple third-party systems. This results in workflow bottlenecks, inefficiencies, errors and cumbersome workarounds.

Business services software platform MYOB has dubbed such challenges as 'bad digitisation'. Its 2022 study shows Australian and New Zealand small to medium-sized businesses lose one day's work a week due to a lack of software integration. Worse still, they are spending A\$1.77 billion a year on unused software subscriptions.

### A challenging legacy

Simone Dossetor, CEO of Insurtech Australia, says many insurers are still weighed down by legacy systems. There are several reasons for this. "For example, when acquisitions occur — which is not uncommon in the insurance industry — a company also acquires a legacy technology platform," Dossetor says. "Even if they're using the same platform it might be a different version, so often they're running multiple versions of multiple claims systems, which they may just patch together."

Dossetor adds that some insurers also have a history of "long-running major transformation projects, which haven't been successful".

"I think there is certainly a sense of caution around trying to go down that path again, and that's why you also get so many businesses that want a particular capability and just go out and buy another subscription, or do something separately, rather than taking an integrated approach."

Dale Smith, co-chair of InsurTechNZ and CEO and founder of insurtech company JAVLN, says another challenge is that insurers in countries like Australia and New Zealand have been "largely under-served" when it comes to technology.

"There are big international software vendors who have under-invested and not innovated well enough to keep the industry up to where it should be from a technology perspective," he says. "I'm seeing some technology from the 1990s still being used. Technology from that era is hard to integrate and hard to innovate on top of."

# “Even something that was built five years ago can start to be viewed as a legacy system.”

Simone Dossetor / Insurtech Australia

## Inefficiency and risk

Bad digitisation presents many risks to insurers. Inefficiency is just one of them. As an example, 32 per cent of respondents in the Earnix report say that it currently takes 7–12 months to make an underwriting rule change and deploy it into production.

Modern technology platforms are built with application programming interfaces (APIs), which allow for two or more computer programs to communicate with each other. They can be used to connect brokers and carriers, eliminate the need for manual underwriting processes and allow data to be shared seamlessly. Without APIs, legacy systems require manual data input.

“From an integration perspective, technology vendors and their customers — being either insurance companies or brokers — often aren’t integrated with external data sources, such as address lookups and valuation information or pricing premiums,” says Smith. “This means the user has to enter the same dataset multiple times to get what they need.

“All this data entry just doesn’t need to happen. It’s not efficient, it takes too long and it also creates opportunities for human error to creep in.”

Dossetor says bad digitisation also presents challenges around talent attraction and retention.

“People become frustrated because they’re doing manual workarounds and they’re not working efficiently because they’ve got to upgrade multiple systems, or they’re working with old technology,” she says.

Along with productivity challenges, Dossetor says bad digitisation also creates cyber risks.

“You’re going to have multiple security exposures that you need to manage if you’ve got data in different platforms,” she says.

Drew Schnehage, managing director of insurtech business Innovation Group Australia, says legacy software and poor tech integration also risk compromising the customer experience.

“Different customers have different nuances and insurers need to be able to cater for them,” she says. “Legacy platforms tend to offer traditional, inflexible solutions that don’t account for or cater to individual customer needs, so everybody gets painted with the same brush and the ability to analyse data to identify different types of risks just isn’t available.”

## New lease on life insurance

For Asteron Life New Zealand, improving the customer experience was a key driver of a recent digital upgrade to its underwriting systems.

Adrienne Lowe, Asteron Life’s chief underwriter, explains that the upgrade involved moving from its on-premises digital system to a cloud-based solution.

“We wanted to remove the reliance on technology teams to be able to make business-as-usual changes to our digital delivery,” she says. “The cloud-based solution puts underwriting rule changes and any upgrades firmly in the hands of the business.

“For example, the underwriting rules engine is the foundation for life insurers to improve both operational efficiency and the customer experience. If you are reliant on having developers on board to roll through changes, you’re also in competition with other parts of the business for those same developers, and so you could be waiting a long time.”

The strategy for Asteron Life’s digital upgrade was developed in the 2020–21 financial year.

Implementation of the new underwriting solution for its retail business was completed in March 2023 and is expected to go live for its direct business in August this year.

Lowe says the business is already seeing improvements in straight-through processing rates and point-of-sale outcomes for its retail business.

“The real, tangible benefits are in the improvement of data quality and the analytics side,” she says. “For Asteron Life, that had been missing for the last five years. We didn’t really have a good handle on our underwriting data or an understanding of where customers were falling out of the journey or what aspects of our [underwriting] questions weren’t working in the best way. We know that now.”

As part of its digital upgrade, Asteron Life focused on the top 20 conditions that were resulting in referrals to the human underwriting queue. Lowe says this presented the greatest opportunity for improvement.

“The engine is now able to make a decision while the customer is completing the application. It has also helped us to increase our risk appetite a bit.”

For example, while most of Asteron Life’s diabetic insurance applicants were previously referred out for manual underwriting, the digital upgrade provides access to data that allows decisions to be made up front.

“This means it’s a quicker journey to getting the policy issued, and it will also help us to bridge the insurance gap,” says Lowe.

## Where to start?

While digital transformation presents huge benefits, it can be a complex, costly and time-consuming exercise. Lowe describes Asteron Life’s experience as “quite a journey”.

“When you have a sizeable legacy business with multiple platforms and products that need to be integrated, it can really blow out your timelines.

All of a sudden, the project that you thought would take six to nine months ends up being 18 months plus. It is resource-heavy, it is costly and it is incredibly reliant on people with tech skills."

Dossetor says that while younger insurance businesses may have started life in the cloud, larger incumbents face the challenge of managing ageing legacy systems.

"Technology gets old pretty quickly," she says. "Even something that was built five years ago can start to be viewed as a legacy system."

How can insurers avoid today's new technology becoming the next legacy software challenge?

Dossetor says insurers mustn't view technology as a set-and-forget asset.

"You need to have this constant pathway and ongoing investment, rather than a stop-start approach," she says.

Improving digitisation can start with small steps, says Smith. "There are small integrations that can have a huge impact on process improvement," he says. "A good one is address lookup. You just type in an address and you often get very structured data that can be used for all sorts of different modelling around risk for things like floods."

Dossetor encourages insurers to become educated about new technologies and the benefits they present. "Before you make big decisions about changing your technology, spend time understanding what others are doing and what's in the market to work out what fits with you."

While many insurers are in the challenging position of integrating legacy systems with new technology, Schnehage says it often pays to "chuck out the legacy system and start from scratch".

"Otherwise, you're just going to keep a legacy system and add on additional software that will require more API integrations," she says. "This could take longer for you to achieve your desired outcomes."

"It can seem daunting because it's costly and you need the right skills in your workforce to drive it, but if you don't bite the bullet, you may risk being left behind and it costs you more in the long run."

For those considering a widescale technology upgrade, Lowe has some advice.

"If I learned anything out of our experience at Asteron Life, it is to scope accurately and realistically, resource appropriately and manage the project tightly," she says. "You've also got to keep really close to your vendor. I think that's key to a timely delivery, but you've also got to be realistic about timelines." //



SUSAN MULDOWNEY

**Freelance writer**

"Change is rarely easy, and few large-scale transformation projects go to plan in terms of timeline and budget, but the benefits appear to far outweigh the costs in the long term."



## FIVE QUESTIONS TO ASK BEFORE SIGNING UP FOR A NEW TECH SOLUTION

### 1 What is included in the price?

Ensure any fixed quotes include itemised lists of what's covered, so you can identify any gaps in product or service.

### 2 How is data security handled?

If your company data — and your clients' personal data — is going to be stored in the cloud, cybersecurity must be a top priority.

### 3 How often do you offer new releases of your software?

Vendors committed to innovation will generally release new versions about every 12 months to ensure they remain competitive and relevant in the market.

### 4 What's the timeline for implementation?

Implementation can create downtime and disruption, so it's important to plan ahead and to calculate the cost to your business.

### 5 What's the training and customer service model?

Find out the level of support you can expect if questions or unexpected issues arise.





# **Policy QM782 gives Sophie's career a chance to soar.**

**[qbe.com/au/goodbusiness](http://qbe.com/au/goodbusiness)**

Aircraft Insurance is issued by QBE Insurance (Australia) Limited (AFSL 239545). To decide if this product is right for you, please read the policy available online at [www.qbe.com.au](http://www.qbe.com.au).





 **QBE**  
INSURANCE

MELISSA  
CANTELL

AHEAD  
OF THE  
GAME

COMPANY // Aon New Zealand

TITLE // Chief Executive Officer

Aon New Zealand's recently appointed CEO **Melissa Cantell** is taking a proactive approach to the challenges of a fast-changing world and a new generation of emerging risks.

STORY Anna Game-Lopata      PHOTOGRAPHY Mark Smith







**E**ight weeks into her new role as CEO at Aon New Zealand, Melissa Cantell doesn't pretend to have it all sorted. She's up-front about the need to take the time to understand the firm's clients properly.

"It's something people often talk about but don't always do," she says. "It's very easy to get focused on your own internal world. As we continue to build out our strategy, I want the team to keep stepping back from everything we're doing to make sure we're always looking from the customer lens."

### **Customer lens**

Cantell's goal is to flip the insurance industry's historical tendency to create complex products and solutions that might be more suited to its own purposes than to customers. "One of the things I love about joining Aon is that we're already very client centric. Some of the things we're doing overseas are a delight to be part of."

However, the New Zealand market is quite different from Aon's other global markets. "We have an extensive branch network, which is focused on small-to-medium customer enterprises. We're very closely connected in the community."

Cantell plans to consider data and analytics to help her develop a clearer insight about how New Zealand customers might benefit from Aon's global expertise. "I want to know what our clients really need, and how Aon New Zealand can best help them with their unmet needs while navigating new complexities," she says.

### **Authenticity and integrity**

While leadership looks different for everyone, for Cantell it boils down to integrity, authenticity and bravery — being straightforward and unafraid to make the hard decisions. She argues that integrity can be hard to define, but "you certainly know the minute it's missing".

"If you don't address integrity issues, sooner or later it can undermine everything you do as a leader," she says.

"Authenticity is another word we use a lot, but in my world, it's about being a human being with both strengths and weaknesses, as well as accessible. I want my people to trust that they can come to me with anything."

Cantell says that it's also essential to remember that leadership is about service, not self. "It doesn't mean I don't like to succeed. It can be hard to keep yourself out of the picture, but if your decisions are driven by ego rather than the bigger picture, your people, your clients, your communities will ultimately suffer."

### **Responding in a crisis**

Cantell's former role as chief operating officer at IAG New Zealand included leading her team through COVID-19 — her proudest career achievement to date. With a remit across IAG's full rapid COVID response in New Zealand, she says it was one of the most challenging, intense and complex leadership experiences she's ever encountered.

"It was also my highest degree of accountability in a role, and every decision could potentially impact our people or our customers' safety or security," she says.



# TWO-MINUTE BIO

## EDUCATION

University of Auckland,  
Bachelor of Laws (Hons).

## CAREER

Melissa Cantell took up the role of Aon New Zealand CEO in July 2023. Throughout her career, she's helped diverse organisations — including IAG, Fidelity Life, Coca-Cola Amatil and Fonterra — to navigate large-scale transformational change. She is passionate about the difference insurance can make to people's lives and has developed an enviable reputation for leading successful commercial operations by building high-performing, client-centric cultures.

## OUTSIDE THE DAY JOB

Cantell loves getting out and about in New Zealand, as well as travelling to new and exciting places. Spending time outdoors is her favourite activity, especially hiking or being on the ocean. She loves exercising — particularly running and yoga — to maintain good health, both mentally and physically. She also loves to spend time with family and friends.

## LIFE PHILOSOPHY

There's always a way. "We spend so much time in business and life talking about what we can't do and what's not possible," she says. "I remind myself to look deeper. It might not be the first option that comes to mind. It might be the compromise you may not have thought you were willing to make or idea you haven't heard yet."

## ADVICE FOR HER YOUNGER SELF

"Be brave, be yourself, back yourself."







"In some ways, I hope I never get back to that level, because it was pretty tough."

Despite the challenges, Cantell was pleased to see her theory of 'leadership with purpose' become reality. "We were often looking to each other for the right thing to do when, actually, none of us had any idea, so we had to rely on purpose to guide our decisions," she recalls.

"I'm known for enjoying a little bit of pace and getting things done. Out of necessity, we were going faster than we'd ever gone, making more complex decisions in a day than we sometimes made in a year."

### In her father's footsteps

Born and raised on the North Shore of Auckland, Cantell remembers an idyllic outdoors childhood near the beach. She also recalls being in awe of her father, who had a long career in corporate banking.

"There are photos of me as a small child wearing his shoes and carrying his briefcase as I follow him on his way out to work," she says. "I was always riveted by the world he was part of, so it's probably always been on the cards for me."

Having started her career in law, Cantell then moved into fast-moving consumer goods (FMCG) at Fonterra and then Coca-Cola Amatil New Zealand. She says her decision to leave such a prominent FMCG business for insurance "confused some people" — but, again, she points to the subtlety of her father's influence. "As a lender, he was helping people and businesses manage their risk and that really appealed to me."

### A meaningful discovery

Her first insurance role with IAG presented an exciting opportunity to transform a business as an industry outsider. "IAG was specifically looking for someone who had already been through the processes of building a customer-led business, from lining up the strategy to coming up with new fit-for-purpose solutions," she explains.

"We want to be helping customers rather than running alongside them ... that's going to take some broad thinking."

"I was extremely interested that IAG was brave enough to put up its hand and say 'We need to change', but I thought insurance would probably be pretty boring. What I discovered was the most meaningful industry I'd ever worked in."

Cantell quickly moved up the IAG ladder and eventually assumed responsibility for leading three major business units, including the claims team. On the first day in her new role, she sat with a claims handler and came to the deep realisation that she would never leave insurance. "I thought this is it — this is an industry that truly supports and helps people."

### A new generation of risk

In her role as CEO at Aon New Zealand, Cantell wants to see the business taking charge of the next generation of risks its clients are facing. "Globally, things are changing very rapidly, and risks are evolving and volatile."

She points out that insurance — and many other businesses assisting clients to make decisions — has generally focused on short-term, cyclical risks such as economic and political changes. While it's important to keep an eye on these, she says there are larger, more macro trends that clients must deal with.

"Climate change isn't new, but until now, the potential impacts may have seemed like a lot of theory," she says. "The recent, unbelievably impactful weather events in New Zealand have really crystallised the fact that climate change is happening. And this is just the start of the instability we're expecting to see."

In addition, reinsurance prices are rising, with a flowthrough to customers. "Premiums have become a significant, tangible burden," says Cantell. "We have to work to make sure insurance is affordable in this rapidly changing landscape."

### Exciting new ground

Another challenge on the horizon is artificial intelligence (AI), which Cantell says is "coming at us fast". "It's exciting, but what does it mean for businesses and risk? What does liability mean in a world of AI? The risks are complex, especially offshoots like cyber risk."

Cantell says the insurance industry needs to be ready for such emerging risks and, ideally, one step ahead. "We want to be helping customers rather than running alongside them, learning as we go," she says.

"That's going to take some broad thinking and a lot of experience. Working through the solutions that we provide to ensure our clients make decisions for the better is a big focus for Aon around the world. It's exciting new ground for us as humans and risk advisers." //



# Solving our maths problem

Australia and New Zealand are well behind their Asian neighbours in numeracy, and the number of maths graduates is steadily declining. How can we safeguard insurance skills?

## IN SHORT

➤ Numeracy in Australia and New Zealand continues to decline, with a shortage of skilled mathematics teachers, decentralised curricula and irrelevant learning material contributing to the problem.

➤ Fewer maths graduates will potentially impact the insurance profession, which relies on these skills to analyse data and make informed decisions.

➤ Many Asian countries rank higher than Australia and New Zealand on numeracy due to greater investments in teachers, students and schools, a national approach to curricula and an overall expectation of academic effort and perseverance.

A

s president of the Actuaries Institute, Naomi Edwards is worried about Australia's numeracy. Declining numbers of maths graduates and competition from other fields will potentially make it more difficult to attract young actuaries, data scientists and business analysts into the insurance profession.

"Traditionally, the insurance industry was able to recruit a very large percentage of maths graduates from universities," says Edwards, who also sits on the board of TAL, Australia's largest life insurer. "We now have fewer maths graduates choosing data science occupations in a growing number of other industries."

Hong Kong-based Jeffrey Chan, a non-executive director at the Actuaries Institute, is also concerned about future generations of actuaries in the APAC region. "Numeracy is a fundamental skill required in the actuarial field, as it involves complex calculations, statistical analysis and risk assessment," he says.

But the risk isn't just in relation to actuaries and data analysts. "Without a strong foundation in numeracy, it can be challenging for insurance professionals to accurately analyse data, make informed decisions and mitigate risks effectively," says Chan.



**“Traditionally, the insurance industry was able to recruit a very large percentage of maths graduates from universities. We now have fewer maths graduates choosing data science occupations in a growing number of other industries.”**

**Naomi Edwards** / Actuaries Institute





# “Apparently, properly educating our children is either too expensive or too hard — better to let another economy do it. So our children should do what exactly?”

Tanya Evans / University of Auckland

Additionally, while the rise of artificial intelligence (AI) offers convenience, Chan worries that relying on it may further erode numeracy. “It is important to understand the key assumptions employed by each AI, how the underlying analytics engine is trained, whether the data is biased and to apply critical judgement,” he says.

### Asia ahead on numeracy

Concerns also centre on declining numeracy standards in Australia and New Zealand.

The most recent numeracy figures from the Programme for International Student Assessment (PISA) are from 2018 and show Australia is ranked 29 and New Zealand 27 — well behind Asian countries such as China, Singapore, Japan and South Korea. Estonia, Canada, Finland, Poland and Ireland are also ahead of both Australia and New Zealand. The United Kingdom ranks 18 and the United States 37.

Since 2007, when PISA started collecting its data, Australia and New Zealand have seen substantial declines in numeracy compared with a relatively stable Organisation for Economic Co-operation and Development (OECD) average of five.

An independent review by a Royal Society Te Apārangi Expert Advisory Panel, commissioned by New Zealand’s Ministry of Education, confirms that “students coming to university know less and less year on year”, according to Dr Tanya Evans, senior lecturer and head of the Mathematics Education Unit at the University of Auckland.

Evans points out compelling evidence of “very poor life outcomes associated with low levels of numeracy and an impact on our economy of more than 2 per cent per annum equating to a few billion dollars a year in lost productivity”.

“And don’t get me started on the OECD skills outlook for future economies and the role mathematics plays in them, with the NZ Productivity Commission saying our country should simply import those with the skills we need,” she adds. “Apparently, properly educating our children is either too expensive or too hard — better to let another economy do it. So our children should do what exactly?”

## TOP OF THE CHARTS

PISA maths scores ranked by country

Rank	Country	Mean score
1	China	591
2	Singapore	569
3	Macao (China)	558
4	Hong Kong (China)	551
5	Chinese Taipei	531
6	Japan	527
7	Korea	526
8	Estonia	523
9	Netherlands	519
10	Poland	516
12	Canada	512
18	United Kingdom	502
20	Germany	500
25	France	495
27	New Zealand	494
29	Australia	491
37	United States	478

Source: OECD, PISA 2018  
Insights and Interpretations

### Unskilled maths teachers

One of the key issues in both Australia and New Zealand is the low levels of teacher numeracy skills.

Evans argues that it’s essential for teacher knowledge to be “well beyond the student level” for effectively planning and implementing the maths curriculum, as well as answering students’ questions, making connections and making the most of “teachable moments”.

However, she says, in New Zealand “very few primary teachers have specialised in mathematics or teaching mathematics, and only 14 per cent of Year 5 teachers have specialised”.

According to Evans, New Zealand’s numeracy problems have been exacerbated by recent government reforms that have seen maths education decentralised with a highly generic, non-prescriptive curriculum focused on “teacher autonomy” rather than professional development. As a result, she argues, the design and implementation of the maths curriculum is left in the hands of low-skilled, unsupported teachers.

In Australia, Edwards describes the maths teaching profession as “gutted”, pointing to a 2018 report from the Australian Education Union that identified unqualified maths teachers at more than 45 per cent of schools. She also says that more than one third of schools in Queensland, Victoria and New South Wales are unable to offer advanced mathematics because of teacher shortages, referencing research from the Australian Mathematical Sciences Institute.

Edwards says improving the quality of maths teachers in Australia through extra training and professional development could be an important way to lift numeracy standards. She suggests scholarships and other monetary incentives to persuade people to become or stay maths teachers. “This might seem extreme, but so is the situation,” she says.

### High-status educators

By contrast, consistently high-performing Singapore has a centrally planned curriculum incorporating a single framework with a common emphasis throughout the year levels. This framework unifies

the direction of the mathematics curriculum from primary to pre-tertiary. There is a series of connected syllabuses, each with its specific aims designed to meet the different needs and abilities of students.

In Taiwan — ranked by PISA among the best in the world — teaching “attracts strong candidates, including 15-year-olds who scored significantly higher on average in mathematics than students who expected to work in other professions”, reports the National Center on Education and the Economy in the US. This is despite the absence of an official minimum grade for entry to teacher education.

Taiwan has several measures in place to build quality maths education and equity, including significant funding for schools (Taiwan's total budget for education is about 5 per cent of GDP), the elimination of student fees and a Teacher Remuneration Act, which sees teachers paid according to education, experience and seniority, and awarded generous benefits. By law, teachers must engage in teaching-related research and professional development, with kindergarten teachers specifically allocated 18 hours to complete each year.

### Making maths relevant

Vietnamese researchers examining Realistic Mathematics Education (RME) extol the high-performing Dutch approach, which retains the freedom of choice in education prized by Western cultures, while also utilising a national curriculum. RME emerged in the 1970s due to the number of students struggling to apply maths in the real world. It helps “both able students and slow learners to better understand abstract mathematical concepts”.

The Vietnamese paper argues that developed countries embracing RME, such as the Netherlands, Denmark, the US and Japan, have “raced to find the best way to teach mathematics” because primary students “should be able to understand and resolve both practical and theoretical mathematical problems” and secondary students “should not only understand advanced theories and practical problems but develop skills such as group problem-solving, mathematical communication and critical thinking”.

Somewhere along the line, Australia and New Zealand seem to have missed the boat. “I am often struck by how out of date and irrelevant the practical problems in high school maths textbooks are,” says Edwards. “There is a real opportunity for the insurance industry to develop learning materials for teachers that illustrate real-world uses of maths. Governments and industry should work together to focus the narrative for school kids on how maths can be used to solve real-world problems.”

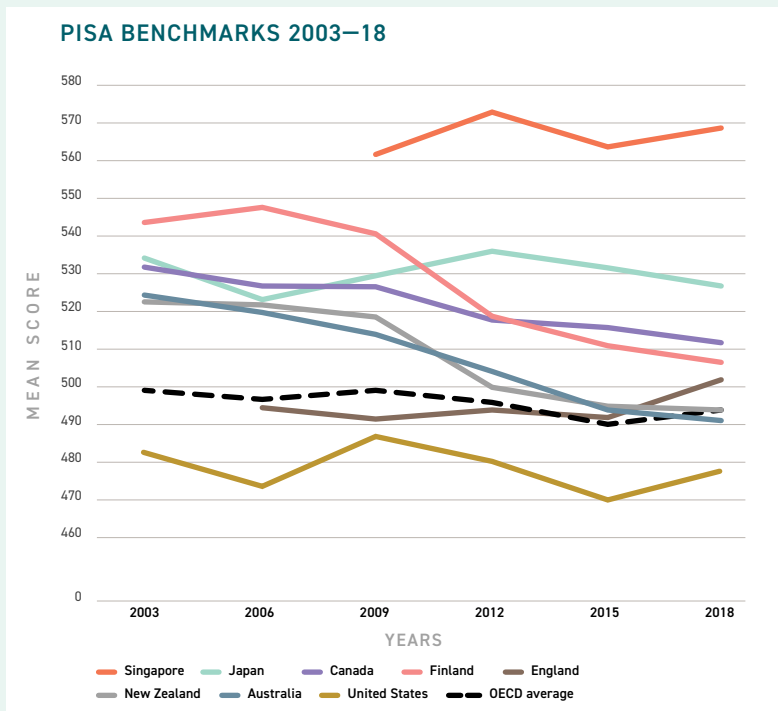
### Learning by rote

Actuary Win-Li Toh, principal at Taylor Fry and winner of ANZIIF's 2023 Australian Insurance Industry Leader of the Year award, grew up in Malaysia and studied mathematics at Oxford



## HIGH ACHIEVERS

**Tracking how different countries' PISA maths scores have changed over time.**



**Source:** Tanya Evans & Greg Oates, Herenga Delta 2021: values and variables in mathematics and statistics education in a time of disruption, *International Journal of Mathematical Education in Science and Technology*, 2021.



University in the UK. Her children, however, learned maths in Australia and New Zealand.

Toh remembers the Malaysian approach was to “learn addition, subtraction and times tables by rote until immediate recall was achieved”. Meanwhile, in Australia, Toh noticed there was “more emphasis on storytelling and trying to make the numbers fun and relevant”. She made sure her children memorised their times tables at home. “That solid, consistent grounding provides such a reliable base to build on as difficulty increases,” she says.

Likewise, Chan, who was born and raised in Hong Kong, recalls rote learning was the focus of his early maths experience. Chan went to university in Australia and says the approach “doesn’t necessarily teach the logic and implications behind the problem, but rather builds familiarity with types of exam questions and the required toolkits to solve them”.

Like many Asian countries and locations, Hong Kong SAR places a significant emphasis on mathematics education. Chan says students are exposed to “rigorous curricula and assessments” resulting in generally high levels of numeracy — although this might not apply to higher, post-graduate levels of mathematical skills.

### A culture of achievement

Toh says learning maths in Malaysia is almost like breathing — “you just do it”. It’s commonly accepted as a skill for survival, not just in business but in everyday interactions, such as deciding whether a purchase is good value. Weighing up risk and reward is part of life and a rite of passage.

Equally, says Toh, if a maths teacher in Malaysia calls a child “lazy”, most parents won’t be insulted. They’ll hear, “your child needs to put in more effort” and seek help to ensure their child works harder. “There’s a sense of gratitude, support and agency,” she says.

Chan agrees Asian cultures believe academic success comes from effort and perseverance while Western cultures tend to place more emphasis on innate talent or interest. Where Asian communities

## “Being a positive influence at the start of schooling could be a game changer. We need to highlight the value of a STEM education in our schools.”

Win-Li Toh / Taylor Fry

are more parental, Westerners respect individualism. “That’s why Asian parents are willing to invest in paying tuition centres to train their kids to excel in exams,” he says.

In comparison, Edwards describes a strong Australian bias of disliking maths or finding it “too hard”. In most states, general maths is not compulsory at Year 11 and 12 levels, and, disappointingly, higher-level maths isn’t even a prerequisite for many university courses in the science, technology, engineering and mathematics (STEM) fields, leaving many Australian students struggling with their degrees.

### Making the changes

Toh points to key areas of improvement on the agenda: equitable learning and distribution of resources; early identification of need; a united, consistent national teaching approach; and adopting a flexible, adaptive mindset.

“Our industry involves a lot of complex challenges requiring maths, so communication and nurturing relationships with tertiary institutions are essential,” she says. “Being a positive influence at the start of schooling could be a game changer. We need to highlight the value of a STEM education in our schools.”

Edwards adds that families can also help change the dialogue. “When kids are struggling with maths at school, many parents say, ‘Don’t worry, I hated maths too’. But with fantastic teaching and perseverance, almost any kid can love and excel at maths.” //



WANT MORE?  
**CLAIM  
YOUR CIP  
POINTS**



READ //

**Financial literacy  
in Australian  
schools**

By Susan Muldowney  
🌟 0.25 CIP pts

→ Take me there



READ //

**The data skills  
insurers need  
to succeed**

By Jessica Mudditt  
🌟 0.25 CIP pts

→ Take me there



ANNA GAME-LOPATA  
ANZIIF content writer

“It makes sense that to improve, Australia and New Zealand should take a leaf out of the high-performing countries’ books. I now regret I didn’t persevere with both maths and French after secondary school. Despite memorising my times tables, I now rely on Google for most calculations.”

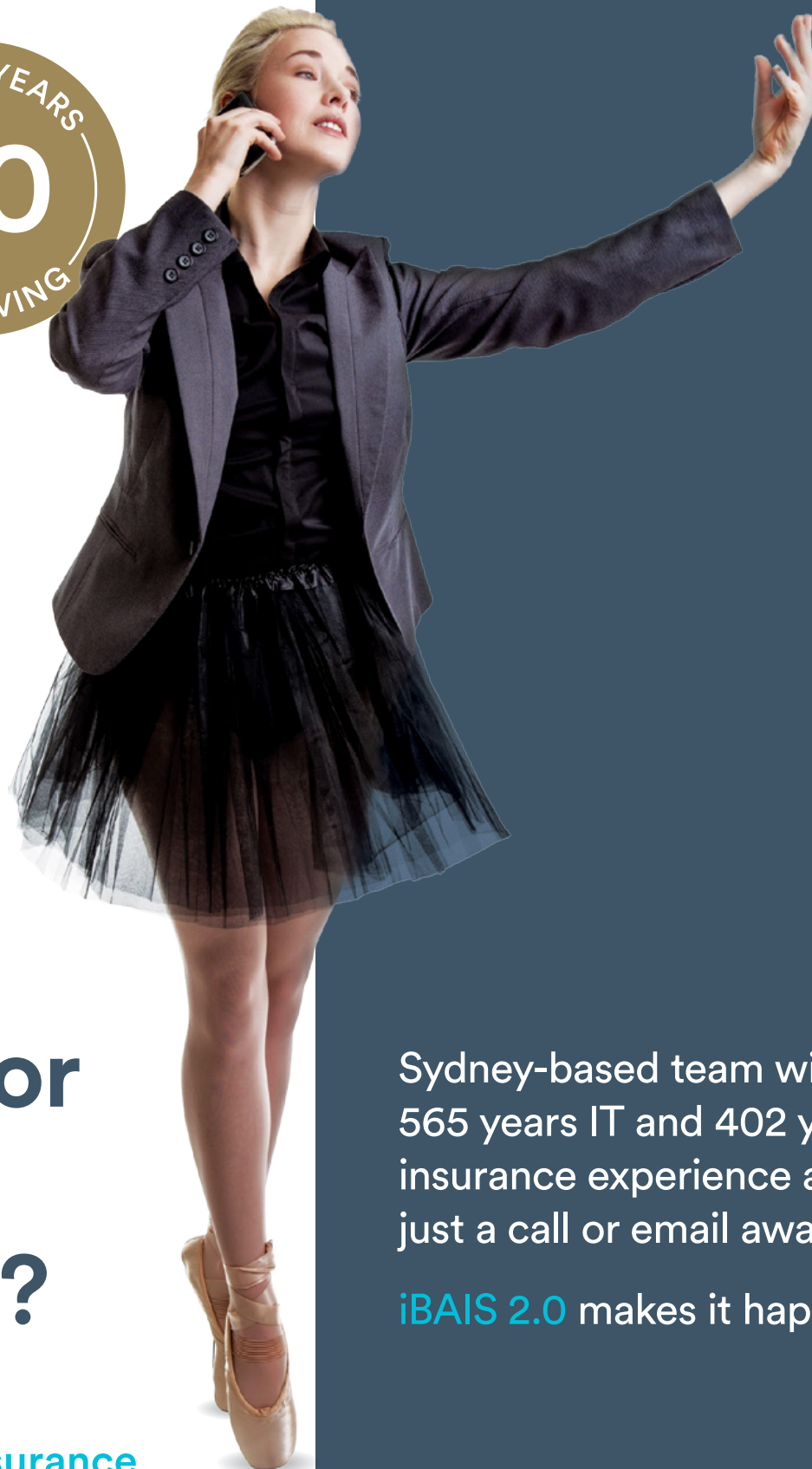
# Help your clients unlock cash flow

Today, strong businesses need easy access to cash flow. Hunter Premium Funding, one of Australia and New Zealand's leading specialist premium funders is here to help your clients when they need it the most.

Visit [HPF.com.au](http://HPF.com.au) to find out how Hunter can help your clients today.

Ready For Today,  
Prepared For Tomorrow






**Fed-up  
with poor  
system  
support?**

**ibais** insurance  
system 2.0

Sydney-based team with  
565 years IT and 402 years  
insurance experience are  
just a call or email away.

**iBAIS 2.0** makes it happen.

**Call 02 9934 1800**  
**more info at**  
[bais.com.au/solvingissues](http://bais.com.au/solvingissues)



# SCOTT LENEY THE SECOND ACT

As head of risk management for Asia and the Pacific at Marsh, **Scott Leney** helped the global broker's biggest and most complex clients navigate a dynamic risk landscape. Now, he's ready for a fresh challenge.

**TITLE** / Head of Asia Pacific

**COMPANY** / Everest Insurance International

**ANZIIF** / Fellow

**STORY** *Jessica Mudditt*

**PHOTOGRAPHY** *Michael Amendolia*



Every career story has multiple chapters. For Scott Leney, the first half of the book is set at global brokerage Marsh, where he spent over 30 years working his way up into a variety of leadership roles, including two stints as the company's CEO in Australia — in 2015 and again in 2019 — as well as CEO of the Pacific region in 2016.

For the last two years, he had been the company's head of risk management for Asia and Pacific when, in June 2023, he announced he would be joining Everest Insurance International, an insurance division of global underwriter Everest Group, as the new head of Asia Pacific. It was a headline-making move after more than three decades at Marsh, whose Australian operation provides professional risk and insurance services for approximately 70 per cent of ASX 100 companies, but one he describes as "a new chapter in the industry I love".

"Everest is a large global company establishing relatively new operations in Asia Pacific as part of its international expansion plans," he says. "It's an exciting prospect to be joining such a talented team and being part of building something that will have a lasting and positive impact in the industry. In many ways, it feels like a second career."

### Strong leadership style

The leap from broking to underwriting seems like a big one to make at this stage of his professional life, but Leney is confident that the leadership skills and network he built at Marsh will help to ease the transition.

"I'm very grateful to Marsh for my career and for the leadership development opportunities which shaped me not just as a business executive but as a more thoughtful and empathic human being," he says. "I've always tried to treat people as best I could and equally within hierarchies — and I always maintained a healthy degree of respect for competitors, which will be helpful when building on those relationships with Everest."

This approach also served him well when he became CEO in Australia in 2019, shortly after Marsh McLennan had completed its US\$5.6 billion acquisition of Jardine Lloyd Thompson Group plc (JLT).

"Naturally, we had some important work to do in combining operations and integrating systems," he says. "But the most challenging piece was taking the best of two distinct cultures and melding them into one. Marsh was seen as a very



large, highly professional and well-credentialled company that went deep into its specialties. But it was a large global organisation which could be complex to navigate at times, whereas JLT was the contender in the marketplace: it was lean, agile and innovative."

Throughout the 18-month integration process, Leney kept his focus squarely on his internal talent and clients. Colleague engagement, client retention and business performance were carefully observed through surveys and other monitoring tools to ensure that the integration was a success.

"The two years following the integration were very successful for Marsh in this part of the world," says Leney. "Being able to stand back and



“Picture a world where underwriting information about client risks is scraped and assessed in seconds ... It might seem a little far-fetched, but it’s coming.”

admire the strength of the organisation as a result was probably the most satisfying aspect of my time as CEO.”

### **A complex risk landscape**

In his most recent role as Marsh’s head of risk management for Asia and the Pacific, he was responsible for the company’s large and complex client base.

“Clients of that nature require a risk management approach more than they do an insurance-led approach,” he explains.

The role was a good fit for Leney, who enjoyed the diversity of cultures and variety of business approaches he encountered as a member of the Marsh Asia executive and Marsh International executive committee.

“I wanted to get closer to the clients and to the people who were serving our clients. I was very interested in helping this part of the business perform at its best, creating more value for clients and broader opportunities for colleagues.”

He also relished the challenge of helping clients understand the potential impact of an increasingly complex risk landscape, chairing forums on risk categories ranging from cybercrime to climate action, societal polarisation and the economic ramifications of geopolitics, including the war in Ukraine.

As an enterprise, Marsh McLennan can draw on insights from its four companies: Marsh for insurance broking and risk advisory; Guy Carpenter for reinsurance; Mercer for asset management and workforce consulting; and Oliver Wyman for management consulting, economic consulting through sub-brand NERA, and design and marketing services through its other sub-brand Lippincott. Founded more than 150 years ago, the company has more than 85,000 employees across 130 countries. In 2022, it surpassed US\$20 billion in annual revenue for the first time.

“Marsh is the type of company whose most knowledgeable people aren’t sitting in back rooms writing papers,” says Leney. “They are the experts in their fields — whether it be cyberthreat, climate change, supply chain or geopolitical risks — and they are very actively engaged with clients.”

### **Futureproofing the profession**

Leney predicts that brokers will need to make a shift, with the focus of their work becoming less about transaction and more about advisory. Among the biggest changes he envisages for brokers, in the longer term, is the use of artificial intelligence (AI).



"Picture a world where underwriting information about client risks is scraped and assessed in seconds, with coverage universally standardised," says Leney.

He foresees that risks could be submitted to online international market exchanges and AI could be used to structure the optimum insurance program.

"It might seem a little far-fetched, but it's coming, the only question is when" he says, adding:

"Underwriters, brokers and advisers will have an important role to play for quite some time yet, due to the complexity of risk, the unique needs of clients and the vast and distinct offerings of insurers. But, ultimately, I believe that insurance will be transacted this way."

### Searching for a unicorn

In the shorter term, Leney believes minimum-level qualifications need to be lifted for broking to be recognised as a true profession. To that end, he says, more consideration should be given to increasing the minimum levels of qualification to diploma level as well as a renewed commitment to continuous learning. ANZIIF takes a leading role in promoting professionalism across the industry and, as an ANZIIF board member since September 2021, Leney supports ANZIIF's executive team to deliver on its goals to be the industry's leading educator in the Asia Pacific.

Leney is currently board deputy president and chairs the board's sub-committee that is currently tasked with finding a new CEO, following ANZIIF CEO Prue Willsford's announcement in March that she is stepping down after a decade at the helm.

"Right now, we're out there trying to find our unicorn to replace Prue," says Leney. "She leaves enormous shoes to fill, given the person she is and the extensive contribution she has made to ANZIIF over many years."

### Long-time champion

In June, Leney undertook his 10th consecutive Vinnies CEO Sleepout. He is an ambassador for the event and has served on its organising committee. He is proud to have raised more than A\$400,000 to help the homeless over the past decade.

"I find it difficult to believe that in a sophisticated country full of terrific people like Australia, there are still over 100,000 people every night who don't have a roof over their heads."

Throughout his career, Leney has championed diversity and inclusion in the workplace. During his first tenure as CEO of Marsh Australia, he established a national diversity and inclusion

committee. This drove talent development and hiring practices that encourage diversity, as well as the creation of colleague resource groups for women and young professionals, a mental-health framework and policy, and the development of the company's reconciliation action plan.

"I believe that we are all equal, and we deserve the same opportunities in our lives and careers. For me, it's just the way that I've been wired since I was a kid," says Leney. "Professional services is all about people — and people who feel a sense of belonging at work are better able to thrive."

He is confident these values will serve him well when he joins Everest in November for the next chapter of his career.

"Part of what attracted me to the role was great cultural alignment," he says. "I think it's a very well-run organisation, and in APAC we have a chance to build it the way we would like to experience it ourselves; to be in a high-performing, agile environment based on true teamwork. I'd like to help create a sense of belonging, where great things can happen for all stakeholders while staying true to being a good company." //

## TWO-MINUTE BIO

### BACKGROUND

Scott Leney was born in Sydney to an Irish mother and an English father. His family moved back to the United Kingdom for five years shortly after he was born. "Luckily for me, my parents saw the light and returned to Australia when I was six," says Leney with a laugh. He has a commerce / economics degree from Deakin University and has also obtained the highest level of insurance qualification through ANZIIF — his fellowship.

### CAREER

Leney joined Marsh more than 30 years ago through a predecessor company, Sedgwick. He has held various leadership positions, including CEO of the Australian operations, head of the Pacific region and, until recently, head of risk management, Asia and Pacific. He will join Everest Insurance International, a division of the global underwriter Everest Group, as the new head of Asia Pacific in November 2023.

### OUTSIDE THE DAY JOB

Leney enjoys surfing, playing golf and spending time with his family. "I have three wonderful kids: two grown-up daughters and a 10-year-old son. I'm also a grandfather, 'Poppy', of two gorgeous grandkids — a boy and a girl."

### TOP TIP

"Do something you love. Work hard. Be courageous."



HEALTHIER, LONGER,  
BETTER LIVES

# IN YOUR CLIENTS' MOMENTS OF NEED, WE'RE HERE.

During 2022, we paid **over \$2.1 billion** in claims across our Retail, Group and Direct Insurance policies.

[READ MORE](#)











# 2023 ANZIIF Australian Insurance Industry Award winners

A full house of more than 800 insurance professionals gathered in Sydney in August for a glittering celebration of excellence, innovation and community.



It's often called the Australian insurance industry's 'night of nights', and this year the ANZIIF Australian Insurance Industry Awards celebrations were bigger and better than ever.

Now in its 19th year, the awards brought together more than 800 industry professionals — an event record — at The Star in Sydney on 24 August.

The awards, in 17 categories, recognise and celebrate individuals and companies that have demonstrated exceptional

dedication, passion and innovation.

This year's event was also an opportunity to farewell outgoing ANZIIF CEO Prue Willsford, who will step down from the role at the end of the year after a decade of service.

Willsford thanked the judging panel of industry representatives and congratulated the winners and finalists. "All have displayed excellence and a commitment to professionalism over the past year," she said. And the winners are... →



## BROKING COMPANIES OF THE YEAR

+ SIMPLEX

+ WARREN SAUNDERS INSURANCE BROKERS

+ AON

Ballarat-based **Simplex Insurance Solutions** took out the Small Broking Company of the Year category this year — a fourth win for the Steadfast member.

While Simplex has only 18 staff, it offers its clients a dedicated account management team, which no doubt contributed to its 98.5 per cent client retention rate in 2022. Investments in automation have helped reduce the time spent on manual task management, and Simplex has increased both its gross written premium and revenue significantly.

Simplex Insurance director Kay Jackson describes the award as “like the Logies of insurance”.

“We have a mission statement: we are here to provide professional advice, not just a price,” she says. “We live this and have strategies in place to ensure we can live up to this promise we have made to our clients ... it is great to be recognised for all the hard work.”

Another Steadfast member, **Warren Saunders Insurance Brokers** (WSIB), was recognised as ANZIIF’s 2023 Medium Broking Company of the Year. The company boasts impressive client and staff retention levels, achieved partly through a selection of support and development programs — including additional training sessions and webinars. Judges also praised WSIB’s support of the Clontarf Foundation, which helps young Aboriginal and Torres Strait Islander men finish school and enter the workforce.

WSIB managing director John Saunders says receiving recognition among such esteemed company is a privilege. “Everyone says their culture is unique, but we certainly have a unique culture. We treat everyone inside and outside of the organisation with respect, and that started 60 years ago with our founder Warren Saunders.”

**Aon**, a five-time winner of the ANZIIF Large Broking Company of the Year award, added a remarkable sixth win to its achievements. Contributing to this were CHIP Carbon — the company’s carbon-footprint tool that provides risk insights for every building in Australia and New Zealand — and the CoverWallet digital platform for Aon’s SME and D&O insurance customers. Staff are well cared for too, with twice-yearly ‘wellness holiday’ closures, a wellbeing app and access to mental-health first aiders. The company also supports food rescue not-for-profit OzHarvest.



### PICTURED

(Above, top to bottom)  
Teams from Simplex Insurance Solutions;  
Warren Saunders Insurance Brokers; Aon; and  
(top right) Insurance Advisernet.



## AUTHORISED REPRESENTATIVE NETWORK OF THE YEAR

+ INSURANCE ADVISERNET

For the fifth consecutive year, **Insurance Advisernet** was awarded Authorised Representative Network of the Year. Adviser satisfaction levels are close on 100 per cent for the past three years, with marketing, compliance training, and finance and accounting assistance to ensure the security of client funds all contributing to this achievement. The network also introduced a new digital platform for its advisers, and its STEPS program was commended by the judges for preparing prospective advisers to own and run their own business.

Insurance Advisernet managing director Shaun Standfield says the company decided to invest in the platform in response to the needs of its adviser base.

“Advice is at the heart of what we do. As the world has become riskier, the thirst for timely information has increased,” he says. “We have provided our advisers with a bespoke online library of electronic direct mail options that they can use to send to all of their clients or perhaps just an occupation group or geo-location of clients.”

“I’m so proud of what our advisers do — our recent externally measured NPS [Net Promoter Score] of +76 and client satisfaction rates of 97 per cent say it all.”

# PIONEERING EXCELLENCE

FOR

*clients* AND  
THE  
*industry*

Insurance Advisernet is honoured to have received the '*Authorised Representative Network of the Year*' accolade at the 2023 ANZIIF Awards. This recognition underscores the commitment of our national network, comprising over 200 practices, to consistently deliver trustworthy advice to our clients. As always, we extend our gratitude to our Insurer and Funder partners for their ongoing support of the team at Insurance Advisernet.



Call [1300 366 085](tel:1300366085)  
or visit [insuranceadviser.net](https://insuranceadviser.net)  
to find out more.

 **INSURANCE  
ADVISERNET**  
Advice you can trust  
AFSL No. 240549





## LIFETIME ACHIEVEMENT AWARD

Tony Morgan

+ SEDGWICK

It was a youthful desire to carve his own path that led Tony Morgan to leave his father's insurance broking business in 1973 and begin his lifetime career in loss adjusting.

"I sensed it was more than an occupation and looking back over the years, I can say loss adjusting has been a vocation in the literal sense of the word," says Morgan, national executive adjuster at Sedgwick and winner of the 2023 ANZIIF Lifetime Achievement Award.

In the 50 years since, Morgan has established himself as a business leader, a respected loss adjusting practitioner managing some of the largest and most complex property claims in the region, and a powerful advocate for education in the insurance industry.

He has also authored or co-authored three industry textbooks and recently produced a second edition of the classic text he first published 20 years ago, *The Art of Loss Adjusting*.

For Morgan, education and professional development are critical if the industry is to deliver on its promises. "Each of us has a unique set of gifts and abilities but they need to be developed and combined with knowledge," he says.

Morgan was instrumental in the development of the ANZIIF Diploma of Loss Adjusting program and contributed to several of ANZIIF's education-focused councils before joining the ANZIIF board in 2004. He served as board president between 2012 and 2014 — only the second loss adjuster to hold the title in ANZIIF's more than 130-year history.

"I have enjoyed the opportunities my involvement with ANZIIF has provided to learn, to network and to influence change," he says. "It is an old cliché but a true one, that the more you give, the more you get."

➔ [Read our full profile on Tony Morgan here.](#)

## GENERAL INSURANCE COMPANIES OF THE YEAR

+ ROYAL AUTOMOBILE CLUB OF TASMANIA

+ SUNCORP GROUP

**Royal Automobile Club of Tasmania (RACT)** is this year's Small-Medium General Insurance Company of the Year, for the fourth time. Over the past three years, the company has maintained almost 100 per cent customer retention levels. Plus, in the last quarter, the business's NPS increased by 5.78 points. Its market share has increased by 26 per cent over the past five years.

In 2022, RACT implemented 236 road safety programs and spent A\$3.4 million on research. One of the outcomes was a partnership with electric vehicle (EV) charging network Chargefox to address two of the main barriers to EV purchases: running costs and a lack of charging infrastructure. By offering customers discounts via the partnership, RACT was able to capture a third of the Tasmanian EV insurance market.

Paul Sofronoff, chief insurance officer at RACT, says the win was particularly special as the company celebrates its 100th birthday.

"While we must have insurance professionals who are doing a great job every day, we also have a terrific group of people who support us across the whole organisation," he says. "I would like to acknowledge the support we get from our technology, finance and HR partners."

**Suncorp Group** made it twice in a row, recognised again as ANZIIF's Large General Insurance Company of the Year. Contributors to the group's win included a 12-month NPS of 33.5 across all its brands, from more than 125,000 customers. In addition, Suncorp introduced an AI-based geospatial imaging solution to provide detailed information about Australian homes, making the information-gathering process simpler and faster for customers.

Lisa Harrison, Suncorp's CEO of Consumer Insurance, says it is an industry-first initiative that has enabled the company to remove 50 per cent of questions relating to a customer's

house when quoting on home insurance, as well as improve efficiency at claim time.

"When natural disasters strike, we're able to use the imagery to send customers proactive weather alert messaging, as well as get an early read on which properties might be damaged. This allows us to rapidly respond and allocate resources more effectively," she says.

Suncorp has invested in its staff too, with initiatives to increase mature-age representation in the business, enhanced gender-neutral parental leave entitlements and diversity training. It stands in the top quartile for financial services in terms of staff engagement and retention rates.

The organisation also invested A\$9.8 million in Australian communities and donated A\$850,000 to charity through its Brighter Futures employee-giving program.



### PICTURED

(Top left) Tony Morgan; (above, top to bottom) team from Royal Automobile Club of Tasmania; Suncorp Group's Lisa Harrison.



## INSURANCE LEADER OF THE YEAR AWARD

Win-Li Toh

+ TAYLOR FRY

When Win-Li Toh started her first job in the early 1990s at London-based actuarial consultancy Clay and Partners, she was assigned to a team working on the case of British media mogul Robert Maxwell. His death had triggered the collapse of his publishing empire after it emerged that he'd stolen from his companies' pension funds, and Toh found herself answering phones to people who had lost their entire pensions.

"I guess it brought home to me that I wasn't just calculating numbers but dealing with real-world consequences," she says.

Keen to travel, she took a role at Aon in New Zealand and then at PwC in Australia — her first foray into insurance. "I really liked insurance. It has many different facets and so much complexity. When I first started, I brought a technical skill set and enjoyed putting together good models to cut through all that complexity," she says.

Toh is now a principal at Taylor Fry in Sydney, where she has worked since 2003. She is also vice president of the Actuaries Institute Australia.

She describes her leadership style as inclusive, optimistic and enthusiastic. "I see what each individual person brings and their diverse skill sets. I also love to see people improving," she says.

Her advice to actuaries just starting out in their careers is: "Learn as much as you can from people. Everyone has something different to offer. Be confident. Try different things after a while. Know what you love and are passionate about. Remember what you're passionate about isn't always interesting. Sometimes you just have to roll up your sleeves because the work is quite mundane. But if it's something you believe in, you will enjoy anything you're doing."

➔ [Read our full profile on Win-Li Toh here.](#)



## CLAIMS TEAM OF THE YEAR

+ NTI

This year's Claims Team of the Year **NTI** is a joint venture between Suncorp's Vero and IAG's CGU. It insures 35 per cent of Australia's trucking transport industry.

The judges were impressed with how meaningful relationships, rather than transactions, underpin the company's success. NTI focuses on face-to-face contact with its customers, connecting via associations, manufacturers, the industry regulator and mental-health charities.

During the 2022 floods in the Brisbane suburb of Rocklea, the 35-person NTI team ensured items were viewed and decisions made within 48 hours. In addition, the local service centre was integral in the rescue of a driver, a disabled passenger and his dog, all trapped in a truck by the floodwaters.

NTI chief executive Tony Clark says the award is a testament to "the genuine passion and unique workplace culture at NTI".

"We aim to go above and beyond — from understanding customers and connection to the industry to building close relationships with our broker partners and better servicing them in ways that make a real difference," he says.

"This, along with our market-leading products, in-house capability and expertise and claims excellence, is what has earned our people this recognition."

### PICTURED

(Top left to bottom right) Win-Li Toh; teams from NTI; and AIA Australia.

## LIFE INSURANCE COMPANY OF THE YEAR

+ AIA AUSTRALIA

For the second year in a row, **AIA Australia** has won the Life Insurance Company of the Year award. The company played an important role in forming the Council of Australian Life Insurers and made significant contributions to the revised Life Insurance Code of Practice.

The AIA Embrace and Vitality evidence-based wellbeing programs have been a market differentiator for more than a decade, drawing on behavioural science, data analytics and research. Building on this heritage, in 2022 the company partnered with Ending Loneliness Together to raise awareness of the social, health and economic risks of loneliness.

More than 5,500 people have completed AIA's health coaching programs, according to AIA's chief customer experience and operations officer Olivia Sarah-Le Lacheur, which has led to important health outcomes.

"Seventy per cent of people have improved their level of pain, 80 per cent of people have seen an improvement in their mental wellbeing, and those with cancer are 73 per cent more likely to return to work after taking part in our programs," she says.

The business has also focused on developing its staff, including leader learning circles, where executive team members mentor small peer groups. Other staff development programs include CEO Think Tank (for innovation and design thinking), AIA Impact (where leaders work with not-for-profits) and the six-month Elevate core leadership program.





## PICTURED

(Top to bottom) Calise Liu; Sync Technologies' Carolina Dreifuss (left) with Diego Ascani from Sedgwick; teams from Finity; and CHU.

## INSURTECH START-UP OF THE YEAR

+ SYNC TECHNOLOGIES

**Sync Technologies** fast-tracks home and building claims with an AI-powered digital twin solution. Loss assessors and builders can remotely assess damage and scope claims based on internal and external replicas of a property, reducing processing times to 24 to 48 hours, in place of the more typical five to 10 days. The model can also detect defects, such as wall cracks or roof damage.

The company was able to simulate water levels for buildings impacted by the 2022 floods, giving insurers capabilities they otherwise would not have had.

Sync Technologies is now working on a solution for low-value claims, which would allow customers to create a digital twin of a smaller space with their mobile phone when they lodge a claim.

## PROFESSIONAL SERVICES FIRM OF THE YEAR

+ FINITY

Actuarial and strategic analytics firm **Finity** has seen more than 50 per cent growth over the past three years, with 96 per cent of its revenue coming from insurance clients and high and consistent retention rates. This year, it was recognised by ANZIIF as the Professional Services Firm of the Year for the fourth time.

Finity developed a geospatial platform for perils pricing models and an end-to-end underwriting platform for a large national insurer, which increased gross written premium by more than 30 per cent in the first operating quarter.

It received its carbon-neutral certification in 2021. Since then, it has set up a climate and sustainability team to help other organisations understand the risks and opportunities that flow from climate risk and decarbonisation. The company has enhanced its existing models to include future climate scenarios and used this modelling in its contribution to the 2023 Actuaries Institute green paper on home insurance affordability.



## YOUNG INSURANCE PROFESSIONAL OF THE YEAR

Calise Liu

+ FINITY

When Calise Liu finished high school with great maths scores and a keen interest in business, actuarial studies seemed like the obvious pathway.

"When I started the degree [a Bachelor of Commerce and Science / Actuarial Studies at UNSW] I thought that being an actuary would just be numbers and statistics, and that was all very comfortable and safe," she says. "But it has turned out to be a lot more than that. I'm glad that I have been able to work as an actuary in social impact areas like climate change, even if it has pushed me into new and challenging areas."

It was this drive to apply her craft for greater good that earned Liu ANZIIF's 2023 Young Insurance Professional of the Year award, with judges commending her "big-picture thought leadership across climate risk and insurance affordability".

As a senior consultant at Finity, she works directly with appointed actuaries, providing insight into the performance of various insurance schemes, and is also responsible for the design and delivery of modelling work.

Over the past couple of years, Liu has found herself drawn to social impact projects. She joined Finity's climate practice area soon after it was established and she has co-authored two green papers on home insurance, affordability and the impacts of climate change.

"Insurance affordability has gotten much worse recently," she says. "Part of it is related to cost of living, inflation pressures and supply-chain issues — so it could hopefully be short term. But climate change is a long-term trend that will continue to have an impact on affordability, and it will become an even more prominent issue in our lives."

➔ [Read our full profile on Calise Liu here.](#)

## UNDERWRITING AGENCY OF THE YEAR

+ CHU UNDERWRITING AGENCIES

Steadfast member **CHU Underwriting Agencies** is the 2023 Underwriting Agency of the Year — the third time it has topped this category. The company experienced high growth, improving its offering with a dedicated catastrophe response team and technological improvements that provide intermediaries with 24/7 oversight of claims.

For employees, CHU launched succession planning initiative FUCHURE CHU, where talent can pitch innovations to the CHU leadership team in a *Shark Tank*-style process. Plus, a remuneration benchmarking review found a potential industry first: 100 per cent pay parity.

CHU has been carbon neutral since FY2018-19 but formed a Green Team in 2023 to oversee its sustainability goals. These included a 60 per cent electric / hybrid fleet and funding tree planting.



# Committed to the Insurance Industry

**Finity – 2023 ANZIIF  
Professional Services  
Firm of the Year**

**Congratulations to  
Finity's Calise Liu, 2023  
ANZIIF Young Insurance  
Professional of the Year**



Innovative products. Practical insights. Infinite possibility.







## SERVICE PROVIDER TO THE INSURANCE INDUSTRY

+ ALLIED UNIVERSAL COMPLIANCE AND INVESTIGATIONS

The 2023 Service Provider to the Insurance Industry was national investigation and claims support provider **Allied Universal Compliance and Investigations**. The company uses technology to help insurers make accurate decisions and meet their social and corporate responsibilities.

In 2022, the business introduced an SMS / email-based, fully customisable questionnaire called InterviewMe. It helps speed up the claims process by providing insurers with more structured and timely information. Another modification, Express COG Workflow, improves speed of service and claim cycle times. Plus, automated messages that remind claims interviewers to take a break improve the customer experience.

The company boasts a 100 per cent client retention rate over the past three years, as well as an outstanding staff retention rate built on a supportive buddy system, flexibility and diverse training and development opportunities.

## EXCELLENCE IN WORKPLACE DIVERSITY AND INCLUSION

+ ALLIANZ

Champions of Change founding member **Allianz** was recognised for its Excellence in Workplace Diversity and Inclusion (D&I), a fitting outcome after many years of consistent effort and innovation.

Since 2019, the company has maintained an employment mix of 40 per cent women, 40 per cent men and 20 per cent either, and it now has a zero like-for-like gender pay gap.

Allianz staff have D&I KPIs, and leaders receive training in the focus areas of the Allianz Diversity, Inclusion and Belonging Strategic Plan. There are employee-led committees and networks to express diverse identities, as well as events to foster engagement and belonging.

Among its many initiatives, the business is the worldwide Olympic and Paralympic insurance provider and works with Specialisterne, a not-for-profit enterprise that aims to create greater employment opportunities for autistic people.

Allianz also partners with Jigsaw, a social enterprise that helps to transition people with disability into employment. Edyta Torpy, senior diversity and inclusion manager at Allianz, says the initiative is among the company's most impactful.

"What started with four people from Jigsaw working with Allianz to clear a backlog of claims brought on by the closure of our offshore offices ... has now expanded to over 50 people working with Allianz as part of our Customer and Operations and Personal Injury teams," she says.

"We have also launched our Disability Network Group BEYOND to listen to the lived experiences of our people living with a disability and those who care for them to expand and focus our work in this space."

### PICTURED

(Top to bottom) Teams from Allied Universal Compliance and Investigations; Allianz; and IAG.

## EXCELLENCE IN ENVIRONMENTAL, SOCIAL AND GOVERNANCE CHANGE

+ IAG

**IAG** took out the Excellence in Environmental, Social and Governance (ESG) Change award, with notable achievements in all ESG areas.

On environment, the company's natural perils team developed a technical peril pricing engine that incentivises customers to take action to reduce their risk from extreme weather events such as cyclones, in return for better pricing on their insurance. IAG also insures more than 15,000 EVs across Australia and New Zealand, and its NRMA brand offers a carbon offset program where customers can offset their annual vehicle emissions to support bush regeneration, rainforest protection and renewable energy generation.

The organisation also reduced its own scope 1 and 2 emissions by 13 per cent in 2022, and it is in the process of decarbonising its supply chain.

On social and governance, IAG launched its stretch reconciliation action plan, focused on increasing procurement from First Nations-owned businesses. It released its modern slavery statement and integrated it into the company's risk management systems. Plus, the percentage of women in leadership roles stands at 45 per cent, on track for a target of 50 per cent in FY2023-24.

IAG employees will continue to play a critical role in furthering the company's ESG agenda, says Christine Stasi, IAG's group executive — People Performance and Reputation.

"We actively engage employees through their day-to-day roles to make a difference. Last year, we mobilised more than a third of the company in Resilience Day activities, a hands-on ESG initiative focused on strengthening community resilience against severe weather events."



# Leading the way!

## 2023 ANZIIF Insurtech Start-Up of the Year.

We're thrilled here at SyncTech to announce that we have been honoured with the prestigious 2023 Insurtech Start-up of the Year Award!!!

Our sincere thanks to ANZIIF, the entire judging panel, and the insurance industry for this incredible recognition.

What do we do? We are Revolutionising Building Insurance with Reality Capture Solutions

SyncTech's solution offers users an internal and external virtual representation of a property. Combined with the SyncTech Platform and our AI-driven defect detection solution, SyncTech streamlines the entire building claims process, from on-site inspection and data collection to tendering and rectification.

This empowers insurance professionals such as underwriters, loss adjusters, claims managers, and panel builders to assess, inspect, scope, and collaborate on a building – all from the convenience of their desktops.



### Talk to us today.

[synctech.io](https://synctech.io) • [info@synctech.io](mailto:info@synctech.io) • 1800 867 144

Or [book an appointment](#) with our CEO, Carolina Dreifuss



Proudly pioneering the way for the  
strata community since 1978.

# 45 YEARS ANNIVERSARY



2021, 2022 & 2023 WINNERS  
OF THE UNDERWRITING AGENCY  
OF THE YEAR AWARD

[chu.com.au](http://chu.com.au)

CHU 45th Anniversary artwork created by  
Wiradjuri Woman and Aboriginal Artist Lua Pellegrini.

Disclaimer: CHU Underwriting Agencies Pty Ltd (ABN 18 001 580 070, AFS Licence No: 243261) acts under a binding authority as agent of the insurer QBE Insurance (Australia) Limited (ABN 78 003 191 035, AFS Licence No: 239545).







We'd love to hear from you  
— suggest a topic or make  
a submission to the *Journal* at  
[anziif.com/about/the-journal](https://anziif.com/about/the-journal)  
or email us at:  
[journal@anziif.com](mailto:journal@anziif.com)

# Technical.

Keep up to date with the latest research,  
market trends and big issues facing the industry.

# 52

## 46

### **RISK //** **Sportswashing**

When sporting clubs and events accept sponsorship without conducting thorough due diligence on the sponsor, the risks can far outweigh the rewards.

## 56

### **CLAIMS //** **Instant payouts**

The option of instant payouts for insurance claims is proving to be a powerful drawcard in attracting and retaining customers. But can insurers manage the risks?

## 60

### **LIFE //** **Stroke**

While new emergency treatments are saving more lives, stroke remains a major cause of long-term disability — and the incidence in younger age groups is rising.

## 64

### **BROKING //** **Jewellery**

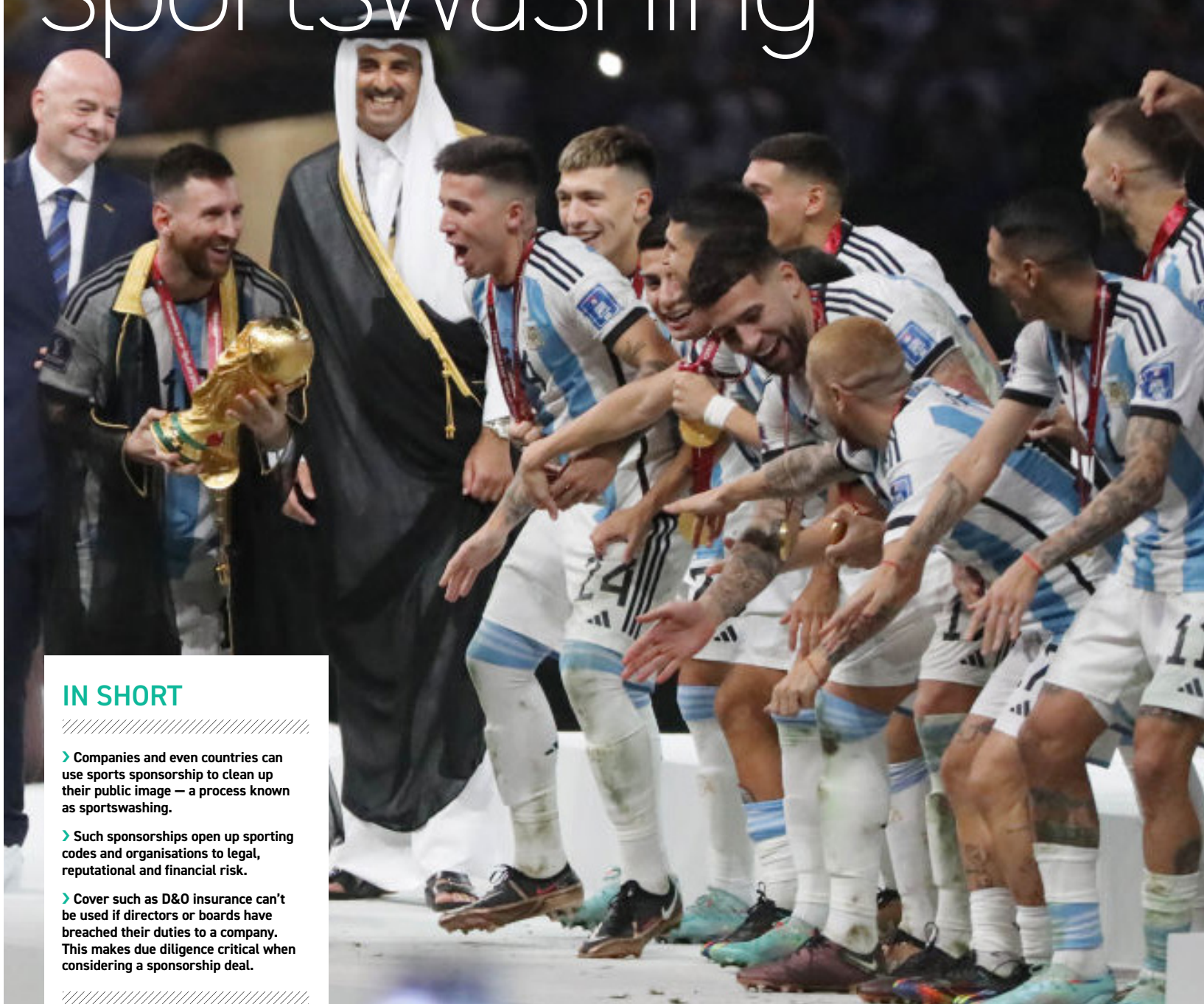
Brokers must overcome customer complacency and confusion around jewellery insurance to ensure their clients are adequately protected.

## **REINSURANCE //** **Geopolitical risk**

Obvious geopolitical risks, such as the Russia-Ukraine war, are impacting business, particularly reinsurance. However, these risks are far from static.



# Lose-lose: the rising risk of sportswashing



## IN SHORT

- Companies and even countries can use sports sponsorship to clean up their public image — a process known as sportswashing.
- Such sponsorships open up sporting codes and organisations to legal, reputational and financial risk.
- Cover such as D&O insurance can't be used if directors or boards have breached their duties to a company. This makes due diligence critical when considering a sponsorship deal.

PICTURED

FIFA World Cup Qatar  
2022 Final match between  
Argentina and France at  
Lusail Stadium, Qatar.



Photography: Getty Images

## When sporting clubs and events accept sponsorship without conducting thorough due diligence on the sponsor, the risks can far outweigh the rewards.

**A**cross numerous sports right now, there is examination ranging from balanced discussion to fierce, polarising debate about what is acceptable and what is out of bounds in terms of sponsorship.

For example, in late 2022 Netball Australia faced an uncertain future before being bailed out by funding from the Victorian Government following a sponsorship row over a four-year, A\$15 million deal with Gina Rinehart's Hancock Prospecting. Hancock Prospecting pulled out of the deal after players expressed concern over historic comments about First Nations Australians by Lang Hancock, Rinehart's late father.

Similarly, Surf Life Saving Australia's partnership with petroleum company Ampol has raised more than a few eyebrows — a fossil fuel company coming together with a not-for-profit organisation that exists at the point where the ocean meets the land. And New Zealand Rugby has also faced questions with its "perfect match" partnership with global petrochemical giant INEOS.

Critics might describe these sponsorship arrangements as 'sportswashing', where a sponsor benefits from the positive association — and fans' obsession — with a sport or club, improving its reputation.

### Saudi Arabia in the spotlight

It's not just brands that engage in sportswashing. Numerous sponsorship deals in Australasia and globally are causing friction because of their links to Saudi Arabia. Saudi is connecting itself with Formula 1 racing, boxing, the world's richest horse race and even World Wrestling Entertainment.

Some of the world's best footballers, including Cristiano Ronaldo, Karim Benzema and N'Golo Kante, are finding themselves attracted to the Saudi Pro

League, thanks to a promise of previously unimaginable paydays.

"It has always been known that Saudi had a terrible human rights record," says Dr James Farmer KC, a New Zealand-based barrister. "It's not the only country with human rights issues, but it is possibly one of the worst."

"I think what Saudi Arabia has set out to do in recent years is to buy a reputation. That's where the term sportswashing comes in. When it happens, people in and around the sport object to being 'bought off' by large sums of money."

Farmer points to the PGA's deal with Saudi-backed LIV Golf and more particularly to the hundreds of millions of dollars reportedly paid to top golfers to entice them to join the LIV tour. "But then a number of other golfers said 'No, we don't want to belong to that sort of organisation,'" he says.

"Now the PGA has made a deal with LIV Golf, many golfers who stuck to their principles feel aggrieved and let down."

A similar challenge has arisen with the America's Cup sailing competition, which Team New Zealand is defending.

"I think what Saudi Arabia has set out to do in recent years is to buy a reputation. That's where the term sportswashing comes in."

**Dr James Farmer** / Barrister



A compulsory regatta for participants has been scheduled to take place in Jeddah, Saudi Arabia, in November 2023.

"New Zealand prides itself on its human rights record, and on the fact that we were the first country in the world to give women the vote," says Farmer. "Now, as defender of the cup, Team New Zealand has agreed that there will be a preliminary regatta in Saudi Arabia.

"The Americans made a very strong case as to why there will be safety concerns. How can you have security arrangements in place for a sailing event? The Americans simply won't go and they'll take any penalties on the chin, which is grossly unfair to them, to the supporters and to the sport."

### Big rewards, bigger risk

Dean Carrigan, partner with law firm Clyde & Co, is a veteran of three decades of global insurance and reinsurance experience. Originally from Britain, he first saw the sportswashing issue develop in the English Premier League.

In 2003, when Russian-born oligarch and politician Roman Abramovich purchased Chelsea Football Club, it was the beginning of attempts by investors to be allied with a particular sporting brand to help shape their own image, says Carrigan.

"We've seen other examples of that, most particularly with the investment into Manchester City [owned by Sheikh Mansour, deputy prime minister of the United Arab Emirates and member of Abu Dhabi's ruling family] and the enormous opposition from fans when that first happened," he says.

Similar concerns have been raised

about Premier League club Newcastle United, now majority owned by Saudi Arabia's Public Investment Fund.

### What are the exposures?

"There are a number of exposures and they're not easily managed," says Carrigan. "They can be problematic and lead to legal, regulatory and reputational exposure.

"The main one from a legal and compliance perspective is in relation to foreign bribery and corruption, money laundering and potentially slavery and trafficking. There was a lot of debate, of course, in relation to modern slavery around the FIFA World Cup in Qatar in 2022.

"From a cross-border perspective, if an Australian sporting association, for example, were to be receiving sponsorship from an overseas entity, unless they're an exempted body they'd need to comply with local, Australian regulatory and compliance obligations — particularly modern slavery, anti-money laundering, terrorism financing and so on. These legal exposures would need to be managed from a due diligence perspective."

Any time an organisation is considered to be misleading or deceiving customers, investors, sports fans or any other stakeholder because they're not complying with environmental, social and governance pronouncements, legal and reputational liability and exposure arises, says Carrigan.

This should be particularly concerning for company directors covered by D&O insurance. Shareholders and third parties may hold the board responsible for an ill-chosen sponsor that does not comply

"There was a lot of debate, of course, in relation to modern slavery around the FIFA World Cup in Qatar in 2022."

Dean Carrigan / Clyde & Co





Photography: Getty Images

#### PICTURED

*(Main)* Football fans display a large banner reading 'Boycott Qatar' with reference to the 2022 FIFA Football World Cup.

*(Below left)* Gina Rinehart speaks to John Bertrand, Swimming Australia former president, at the 2016 Australian Swimming Championships.

*(Below right)* Iranian fans hold protest placards during the 2022 FIFA Football World Cup in Qatar.

"Nowadays, any large organisation, particularly if it's listed, visible and high profile, needs to be extremely careful ..."

**Dean Carrigan** / Clyde & Co

with the required regulations, or one that leads to financial and reputational losses for the organisation. In these instances, directors would have to be certain that they have not breached their duties to the company or acted in bad faith.

#### Improving due diligence

Best practice around sponsorship due diligence should not be any different from procurement processes of any sort within the organisation, says Carrigan.

"Any large organisation nowadays, particularly if it's listed, visible and high profile, needs to be extremely careful in running the ruler over any third-party service provider with whom it does business," he says. "That's a fact of life."

Also, notes Carrigan, all stakeholders should be consulted. Too often it's the sportspeople or fans who are taken by surprise by the sponsorship deal, as was the case with Netball Australia and others.

"In terms of ameliorating potential exposures, applying that best-practice procurement process, asking questions, getting information, getting commitments, seeking assurances, seeking confirmations in relation to their adherence with applicable laws such as modern slavery and counterterrorism legislation and so on, are all good ways to address it. They're not perfect, but they need to be explored." //







WANT MORE?  
**CLAIM  
YOUR CIP  
POINTS**



**READ //**

**Buyer beware  
on carbon  
credit schemes**

By Chris Sheedy  
0.25 CIP pts

→ [Take me there](#)



**READ //**

**The risks of  
social washing**

By Cameron Cooper  
0.25 CIP pts

→ [Take me there](#)

**CHRIS SHEEDY**  
*Freelance writer*

"It's a fascinating time in world sport, with astounding levels of sponsorship funding available. Stakeholders are increasingly concerned that the sponsors' values match those of the club, and that's increasingly not the case. Whether it's a polluting company, a state with poor human rights records or some other mismatch of values, sportswashing can introduce entirely new levels of risk."

## CATEGORIES TO WATCH

**Brands that may be accused of using a sports sponsorship to enhance their reputation generally attract fire because their products can contribute to social harm or appear to work against what the sport in question stands for. Here are some examples.**



### TOBACCO PRODUCTS

**Potential issue:**

Tobacco kills more than 8 million people globally each year. Most people also don't want children exposed to tobacco advertising.

**Current status:**

Tobacco advertising and sponsorship is banned. However, e-cigarettes / vaping is emerging as a new sponsor in the UK, the US and other countries.



### JUNK FOOD

**Potential issue:**

Processed foods that are high in sugar, salt and fat have been linked to obesity and other health problems. Most people also don't want children exposed to junk-food advertising.

**Current status:**

Junk-food sponsorships are still widespread. However, some limits will be introduced for advertising to under-16s in New Zealand, with the proposed new Children's Advertising Code.



### ALCOHOL

**Potential issue:**

Alcohol causes health risks, as well as social issues such as family and financial problems, and unemployment. Most people also don't want children exposed to alcohol advertising.

**Current status:**

Alcohol advertising sponsorship is banned in some countries, including France, Norway and Sweden. Other countries, including New Zealand, are considering a ban too.



### FOSSIL FUELS

**Potential issue:**

Climate change is posing a profound risk to the environment and human life. Fossil fuels are a major contributor to global warming.

**Current status:**

Sponsorship by fossil fuel companies is still widespread, but is leading to some backlash already.



### GAMBLING

**Potential issue:**

Gambling can cause social harm. Gambling addictions lead to financial distress and harm relationships, communities and people's health.

**Current status:**

Gambling sponsorship is widespread but there is some change coming. The English Premier League has agreed not to show gambling branding on players' shirts from 2026-27. However, NZ TAB was a gambling sponsor of the 2023 FIFA Women's World Cup. In a recent *Sydney Morning Herald* survey, 62 per cent of respondents wanted gambling and betting companies to be banned from sponsoring sport.

**PICTURED**

Australia celebrates winning the 2023 Netball World Cup in Cape Town, South Africa.



# Protect your customers.

Cyber threats are continuing to grow, demanding stricter levels of document security protection.

Organise*it* protects you and your customers from brute force attacks, malware and ransomware. Fully integrated with your broking system, it makes every document accessible from the one place. It's fast, it's searchable, and it's **extremely secure**.

- Protect data from crypto viruses.
- Tag files to group, attribute & locate.
- Create memos & tasks with attachments.
- Live, deleted & archived data in one place.
- Create notifications, notes and tasks.
- Generate meaningful reports.
- Search and preview of all documents.
- Plan projects and workflows faster.
- Audit trails and compliance maintenance.
- 

Protect your customers - and yourself - with the help of Organise*it*.



organiseit.com.au | (02) 9262 7357







# Reinsurance risk radar





Interested in  
reading this article  
in Mandarin?

➔ Take me there

## A mix of geopolitical risks — some familiar and some new — is influencing the reinsurance market globally.

**R**einsurers are well aware of some of the most obvious geopolitical risks, such as the Russia-Ukraine war, that are impacting business more broadly, and insurance and reinsurance in particular. However, these risks are far from static. Political tensions, economic instability and even climate change can interact and lead to emerging geopolitical risks.

A great example of this has been highlighted by Swiss Re. An emerging risk it calls the “Arctic opening” is an environmental risk that could have geopolitical implications. With the Arctic region experiencing accelerated warming, the ice is melting and new shipping routes are opening up. But with this economic activity comes the growing potential for environmental exposure and geopolitical frictions, Swiss Re observes in its recently released *SONAR 2023* report on emerging global risks.

“Co-operation among the eight member states of the Arctic Council has been suspended, fostering governance, regulatory and legal uncertainties,” says the report. “The prospect of military conflict in the region has increased, changing the risk landscape for entities active in the region and their insurers.”

The impact of the Arctic opening creates varied risks, which Swiss Re rates as high on its scale. Melting permafrost could impact property insurance losses, and pollution could trigger casualty insurance policy claims. Pathogens currently frozen in ice could be released and be the source of new pandemics.

The Swiss Re report shows how geopolitical risk is linked to the environment, and how upheavals in climate

could impact trade and relationships between nations.

The eight nations in the Arctic Council are Russia, the United States, Canada, Denmark, Norway, Iceland, Finland and Sweden. When Russia invaded Ukraine in early 2022, the seven other members suspended the council’s activities.

“Russia sees Arctic ice melting as a defence threat,” says the *SONAR* report. “Many nations have military presence and infrastructures in the region and some are ramping up capacities, with Russia’s invasion of Ukraine having raised the risk of conflict in the region.”

### Going nuclear

As well as the Arctic opening, *SONAR* identifies the dangers of nuclear radiation release as another major environmental risk with geopolitical implications, noting that war is an increasing source of potential damage. This is rated as a medium risk.

“Geopolitical polarisation continues, wars are ongoing and threats of nuclear events have become daily news,” says Patrick Raaflaub, group chief risk officer at Swiss Re. “Such concerns remind us of a world we thought long gone with the demise of the Cold War.”

In addition to the ever-present danger of nuclear accidents as a result of the Ukraine war, and even the use of nuclear weapons, the report identifies “rogue nations” North Korea and Iran as other geopolitical threats.

“North Korea is a nuclear power and regularly test-launches ballistic missiles, and it is widely assumed that Iran is pursuing nuclear armament,” says the report. “Outside of the context of tension and war, nuclear systems can be targets of international sabotage by a range of non-state hostile parties, such as cybercrime gangs and terrorist organisations.”

### IN SHORT

➤ Reinsurers and global asset managers see a world of heightened geopolitical risk in 2023.

➤ While some of these risks come directly from conflict, there is also the potential for environmental risks to become geopolitical risk in contested regions such as the Arctic.

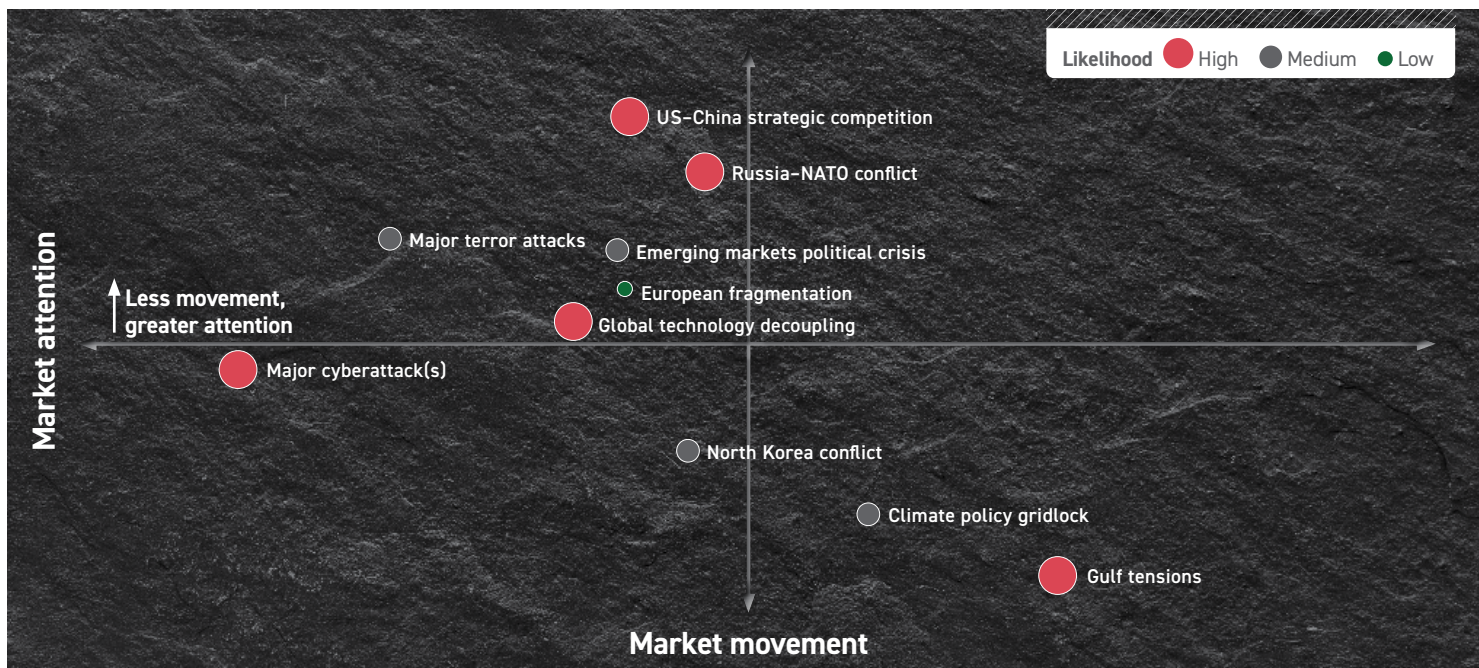
➤ While risks are elevated, there is also a view that prospects for growth for reinsurers outweigh the short-term volatility.

Photography: iStockphoto



## MARKET MOVEMENT AND ATTENTION

BlackRock tracks market attention (measured according to financial media coverage and brokerage reports) to the top 10 risks against market movement. Each risk is also assigned a likelihood of high, medium or low. Below is the situation as at April 2023.



Source: BlackRock Geopolitical Risk Dashboard, Market Movement

### East vs West

Global asset manager BlackRock is also focused on geopolitical risk, and recently updated its Geopolitical Risk Dashboard to reflect "a new world order".

"Two major geopolitical and economic blocs — one Western-led and one led by China and Russia — are firming up and are increasingly in competition with each other," according to the report from the BlackRock Investment Institute. "The fragmentation that's ensued has led to a dramatic reduction in geopolitical co-operation."

BlackRock has a Geopolitical Risk Indicator score that tracks the relative frequency of brokerage reports and financial news stories associated with specific geopolitical risks, adjusted on whether the sentiment is negative or positive. The indicator was at 0.73 in March 2020 when the World Health Organization declared the COVID-19 pandemic, and at 1.0 in April 2022 — just weeks after Russia invaded Ukraine.

The indicator has since subsided to zero, but BlackRock identifies three key risks that are still rated as high (see breakout, right).

"Outside of the context of tension and war, nuclear systems can be targets of international sabotage by a range of non-state hostile parties, such as cybercrime gangs and terrorist organisations."

SONAR 2023 report / Swiss Re

### In crisis, opportunity?

Despite these concerns, Marsh Specialty is more upbeat. The firm says that while the geopolitical and economic risk landscape is elevated, the downside from potential disruption is balanced out with global growth opportunities for reinsurers, and these opportunities outweigh the risks.

Marsh Specialty's 2023 *Political Risk Report* says that political instability, especially when compounded by the impact of inflation, threatens the investment environment and in some cases even the social structure of emerging markets.

The amplifying effect of related risks — dubbed 'polycrises' — have turned the focus

of nations inward on economic security, which often comes at the expense of free trade.

The report says that decisions by key economic powers on issues ranging from fertilisers and microchips to energy transition will continue to have repercussions on a global scale.

Nick Robson, global head of Credit Specialties at Marsh, says this scenario might be "unnerving", but there are still many opportunities.

"If risks are identified, managed and mitigated effectively," he says, "the prospects for short-, medium- and long-term growth frequently outweigh the risks presented by short-term volatility." //

## THREE RISKS RATED AS HIGH

BlackRock's Geopolitical Risk Indicator score still rates the following geopolitical risks as high.



### 1 US-China strategic competition

"We see the trajectory of US-China relations as decidedly negative and believe it presents significant risks for investors," says BlackRock.



### 2 Conflict between Russia and NATO

"We see no resolution on the horizon as Russia and Ukraine both pursue spring offensives," says the report. "We see a substantial risk of escalation in the most dangerous standoff between the West and Russia since the Cuban Missile Crisis."

For reinsurers, this suggests that international trade will continue to be negatively impacted with knock-on effects for businesses globally, including insurance operations such as accessing spare parts and materials for repairs, as part of claims. This could delay the resolution of claims, as well as the options available to claims teams.

Volatility can also mean higher costs for reinsurance, with some hard decisions for insurers as they decide on their priorities. Chubb, for example, recently renewed its catastrophe insurance for North America but has less reinsurance available for 2023, meaning that more losses are likely to be retained.



### 3 Tension in the Persian Gulf

BlackRock says Iran's nuclear program has negated the positive influence of the potential resumption of diplomatic relations between Saudi Arabia and Iran.

"Concerns over Iran's nuclear program have raised the risk of a military confrontation in the Middle East to its highest level in nearly a decade," the report states.

Rated as medium risks are a major terror attack, a political crisis in emerging markets as a result of the ripple effect of the Ukraine war, and a conflict involving North Korea. The report also analyses 68 geopolitical events since 1962 and notes a significant change in their impact. Historically, BlackRock says, these events have had a short-lived impact on markets and economies but this has changed. "We now see geopolitics as structural market risks, with direct and long-lasting effects."



**LACHLAN COLQUHOUN**  
Freelance writer

"While my focus has been on the risks posed by an escalation of the war in Ukraine and US-China tensions, I was unaware of the situation in the Arctic. This has heightened my concern that the world is poised, once again, on the brink of widespread conflict. As someone who lived through the euphoria of the fall of the Berlin Wall and the demise of the Eastern Bloc, I never imagined it would get to this, 30 years on."



WANT MORE?

**CLAIM  
YOUR CIP  
POINTS**



READ //

**Risks beyond borders**

By Adrian Rollins

★ 0.25 CIP pts

→ [Take me there](#)



READ //

**Russia sanctions — implications for marine insurers**

By Naraya Lamart and Aisha Lala

★ 0.25 CIP pts

→ [Take me there](#)



## Instant payouts

by Megan Breen

# Settled *in an* instant

Instant payments using parametrics informed by data analytics, automation and artificial intelligence are increasingly becoming the chosen option for many insurance customers, if insurers can manage the risks.

**T**he option of instant payouts for insurance claims is proving to be a powerful drawcard in attracting and retaining customers, with an increasing number of digital-first insurers leading the way and promoting it as a point of difference.

Advancements in technology, including automation, artificial intelligence and data analytics, mean insurers can now use technology to assess claims rapidly and accurately — thus eliminating the need for a lengthy review process, complex paperwork and an even longer wait for payment.

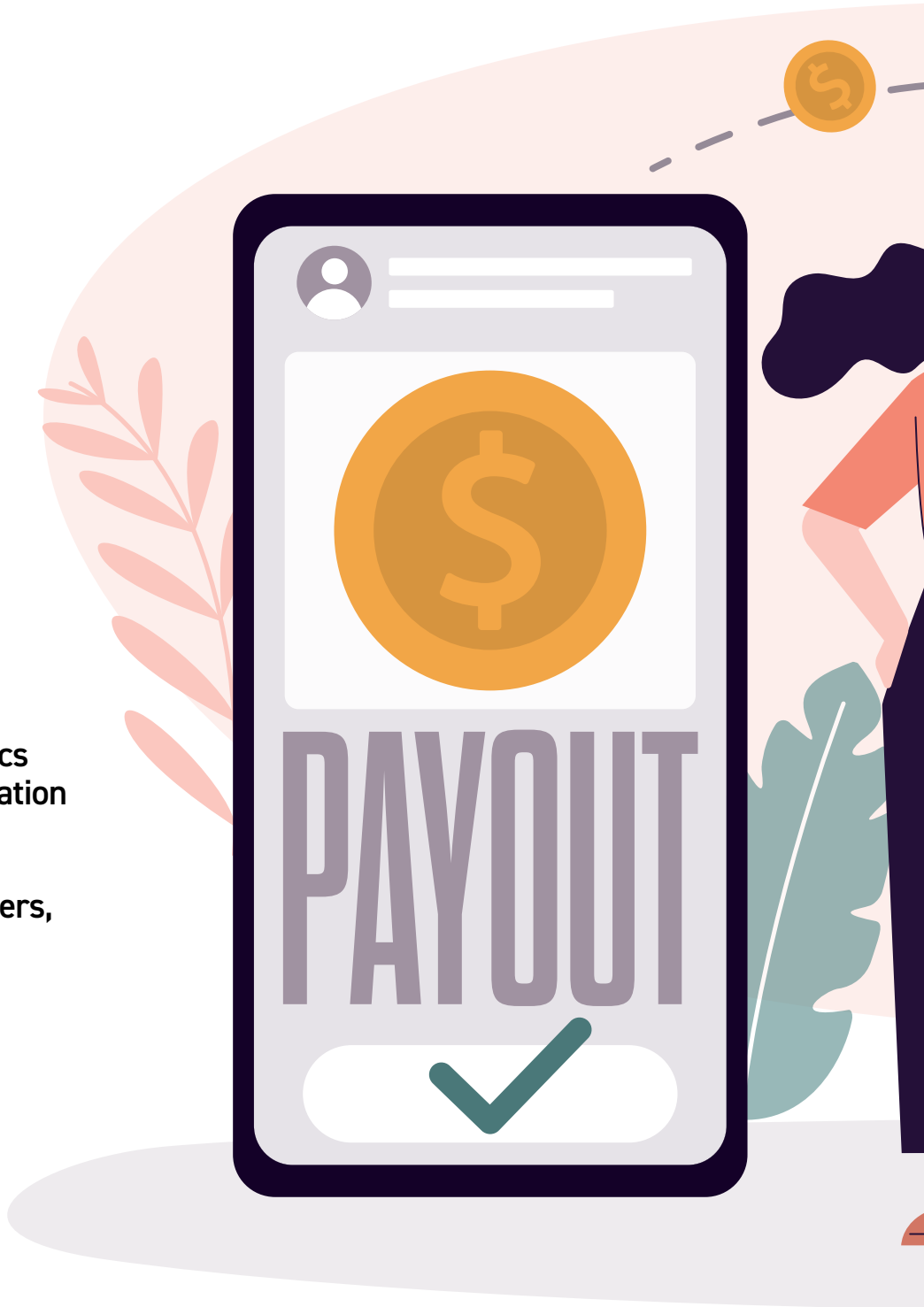
For consumers, there is a growing expectation that instant payments will be on offer for straightforward claims. For insurers, increased competition from emerging insurtechs underscores how crucial it is to get the digital claims experience right.

## IN SHORT

➤ Technology is available to facilitate instant payouts for straightforward claims while mitigating the risk of fraud.

➤ The growing use of instant payments means insurance providers must offer payout choices to customers to remain competitive.

➤ More than half of consumers say they are willing to switch insurance companies to receive claim payments instantly.





“Since the parametric triggers are predefined and easily verifiable, the payment process can be expedited and customers receive instant payments directly...”

**Arijit Chakraborty** / Cover Genius

### How it works

Arijit Chakraborty is managing director of Asia Pacific at Cover Genius, which partners with digital platforms, e-commerce marketplaces, travel companies and other businesses to embed insurance products directly into their user experiences. He says parametrics is a key component for accurately determining instant payments.

“Consumers select insurance products at the point of purchase and Cover Genius utilises advanced data analytics and machine learning algorithms to calculate insurance premiums in real time,” he says. “Customers receive instant quotes based on their specific needs.”

To enable instant payments, predefined triggers are established, which are typically based on objective and measurable events such as natural disasters, flight delays or cancellations. Data sources such as weather monitoring services or travel databases are used to access accurate information related to these triggers.

“This data allows us to determine if the triggering event has occurred,” says Chakraborty. “For example, in travel insurance, a trigger could be a flight delay exceeding a certain duration. Since the parametric triggers are predefined and easily verifiable, the payment process can be expedited and customers receive instant payments directly using their preferred payment method, whether that is cash, credit or loyalty points with a provider.”



### Managing fraud

While instant payments are growing in popularity, the concept can require a fundamental shift in thinking from insurers and relies on robust technology to help prevent fraud, notes Peter Klemt, CEO of travel insurer PassportCard, which offers instant payouts for some claims.

"The reality is the technology is available to do this, but it requires more than just the technology. It requires ... an understanding of data and sound predictive analytics to manage the triage processes that you want and need to offer instant payments," says Klemt.

"We have payment limits — and we'll ask some specific questions to validate the claims and go through our fraud indicators. Algorithms and data analytics can analyse claim patterns, detect anomalies and assess the legitimacy of claims before initiating instant payments."

Similarly at Cover Genius, Chakraborty says a rigorous approach makes it easier to manage the risk of fraud.

"Because we've got access to more data and advanced technology, we can pinpoint where the risks of fraud may be and develop methods to control that risk," he says.



"You need to have all the arrangements with payment providers and payment gateways to service countries across the world; it's not as quick and easy as it sounds."

**Peter Klemt** / PassportCard

## THREE WAYS INSTANT PAYOUTS BENEFIT INSURERS



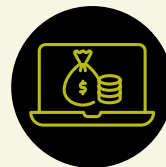
#### Attract market share:

Research shows that 87 per cent of policyholders say the claims experience directly impacts their decision to remain with an insurance provider. Offering an option of instant payout for a straightforward claim through a digital platform can put insurers ahead of the competition.



#### Retain customers:

Insurers that don't provide instant payouts will likely lose out to competitors who can, with 53 per cent of consumers reporting they are willing to switch insurance companies to receive claim payments instantly. That number soars to more than 80 per cent for millennial and gen Z policyholders.



#### Reduce costs:

Moving to digital platforms can bring down costs across the value chain. Research shows automation can reduce the cost of a claims journey by as much as 30 per cent.

## Setting up for real-time payments

Beyond fraud, capital risks are also a factor to consider, particularly during natural disasters that may impact a large number of customers at the same time. Insurers must maintain enough liquidity to settle a potential surge of instant payouts, which can reduce their working capital.

The risk parameters built into parametric models can help predict the amount of required funds reasonably accurately, but insurers also need to make sure they have robust banking arrangements to facilitate greater-than-normal volumes of real-time transfers.

"You need to have all the arrangements with payment providers and payment gateways to service countries across the world; it's not as quick and easy as it sounds," Klemt says.

Errors in customer details such as bank information pose another challenge. What was meant to be an automated process might turn into a manual process due to incorrect data, causing delays and inefficiencies. Employing solutions like penny tests to verify bank account details and utilising address- and name-checking software during policy sign-up can help minimise these instances.

Then, there are the service logistics. Being able to look after customers in real

"We've taken the most common claims and built a simple process to provide a positive customer experience. If your luggage is delayed or your wallet is stolen, we can provide instant funds while you are away to tide you over."

**Peter Klemt** / PassportCard

time, 24 hours a day, means the claims team needs to be accessible through various channels like video calls and live chat outside of the standard nine-to-five. This might require restructuring the team, ensuring that additional team members have the necessary clearances for instant payout approvals, plus thorough staff training so that everyone is capable and confident managing instant claims payouts and addressing any issues, when required to do so.

## Suited to straightforward claims

Chakraborty and Klemt agree that instant payouts are best suited for insurance claims that involve smaller amounts and straightforward processes. Claims involving major losses, complex investigations or significant amounts may require more time for assessment and evaluation to ensure accuracy and prevent fraud.

Some travel insurance is suited to instant payment. PassportCard, for example, offers it for the three most common types of claims: medical issues overseas, delayed luggage and stolen cash.

"We've taken the most common claims and built a simple process to provide a positive customer experience," says Klemt. "If your luggage is delayed or your wallet is stolen, we can provide instant funds while you are away to tide you over."

Similarly, predictive analytics can be used to estimate costs and provide instant payments to travellers for medical consultations or prescriptions, he says.

"If you require a doctor while you are travelling, we can assess the average cost of a visit to a medical centre in the area and provide access to funds to pay for it and any necessary medicines via a card that can be used to pay the medical provider or pharmacy."

## Health insurers on board

Medical claims are also increasingly being settled via instant payments by health insurers.

"Nearly 40 per cent of all Southern Cross claims received are made through Easy-Claim ... 93 per cent of these claims are processed automatically."

**Anthony McPhail** / Southern Cross Health Society

In New Zealand, Southern Cross has its own bespoke web-based payment system, Easy-Claim, which lets members claim electronically at the time of treatment for eligible healthcare services such as physio, audiology, optometry, GP check-ups, podiatry and dental.

"It is very popular with members and providers — nearly 40 per cent of all Southern Cross claims received are made through Easy-Claim," says Anthony McPhail, chief operating officer, Southern Cross Health Society.

"The service provides real-time confirmation of eligibility for cover and details of what Southern Cross's contribution will be, with payment made direct to the practice. It is very efficient; 93 per cent of these claims are processed automatically."

To manage the risk of fraud, all providers need to be registered with their appropriate sector body, such as the Medical Council of New Zealand or the Dentistry Council, he adds.

"Our reporting allows us to carry out retrospective audits of claims processed. Any anomalies in claiming can be picked up at this stage and investigated further if necessary."



**MEGAN BREEN**  
Freelance writer

"The option to be paid instantly for an insurance claim is a very attractive prospect — especially for something straightforward like a travel or health claim. When technology provides the solution, it seems like a smart choice to move to a process that puts the customer first."





# CRITICAL CONCERNS

While new emergency treatments are saving more lives, stroke remains a major cause of long-term disability — and the incidence in younger age groups is rising.

## IN SHORT

➤ As one of the leading causes of death and disability, stroke is a prime concern for life insurers.

➤ The incidence is growing among younger age groups, where survivors face longer periods of disability at great human and economic cost.

➤ Some insurers are encouraging customers to adopt a healthier lifestyle and undergo preventive health tests.

Globally, stroke is considered to be the second-leading cause of death, and the third-leading cause of death and disability combined. Clearly, it is an important concern for insurers providing life insurance, income protection cover, and total and permanent disability (TPD) cover.

A stroke occurs when a vessel supplying blood to the brain either becomes blocked (ischaemic stroke) or ruptures and bleeds (haemorrhagic stroke). Both types of stroke cause the death of brain cells, and the outcome depends on the number and position of the cells affected.

"Diseases of the circulatory, respiratory or nervous system are in the top five causes of claim we see at MetLife," says Lina Saliba, MetLife Australia's chief customer and marketing officer.

At TAL, conditions of the circulatory system, including heart attack and stroke, accounted for 10 per cent of all claims paid in the 12 months to 31 March 2023. "This is consistent with the same period in 2022 and 2021," says TAL general manager of Health Services, Dr Priya Chagan.

### Advances and trends

While the annual number of strokes and associated deaths increased globally between 1990 and 2019, deaths in Australia declined by 30 per cent. New Zealand reported a similar trend, with stroke volumes predicted to grow by around 40 per cent in the next decade and mortality rates similarly on the decline.

This is largely due to advances in emergency treatments, including medication and catheterisation to either dissolve or retrieve blood clots responsible for ischaemic strokes. However, as the Australian Stroke Foundation points out, this isn't the end of the story. Those who survive may have to live with challenges such as limited movement and communication, difficulty with balance, ongoing fatigue, loss of concentration, depression and anxiety.

"Recovery time is influenced by the severity of the stroke and the risk factors of the individual," says Saliba. "Given this complexity and that risk factors also relate to other health conditions, we don't single out stroke for exclusion. Having said that, we do apply a health loading for risk factors such as smoking, where appropriate."

There is also uncertainty around employment for stroke survivors.

"The amount of time a stroke victim would need to take off work can range from a few weeks to indefinitely, if there is severe and permanent damage to key areas of the brain," says Sally Phillips, head of Health Services, Zurich Australia and New Zealand. "We continue to cover stroke under income protection and, as with any claim, claimants who have had a stroke are treated with an individual and personalised focus."

"The amount of time a stroke victim would need to take off work can range from a few weeks to indefinitely, if there is severe and permanent damage to key areas of the brain."

Sally Phillips / Zurich





## How can you tell if someone is having a stroke?

**The F.A.S.T. acronym is an easy way to remember the most common signs of stroke.**



### FACE

has the mouth drooped?



### ARMS

can they lift them both?



### SPEECH

is it slurred?



### TIME

is critical — if you see any of these signs, call emergency services immediately

## What to do while you're waiting for an ambulance

- 1 Lie the person on their side, with their head slightly raised and supported.
- 2 Don't give them anything to eat or drink.
- 3 Loosen any restrictive clothing.
- 4 Support an obviously weak limb.
- 5 If the person is unconscious and doesn't have a pulse or is not breathing, start CPR right away. If you're not sure how, the emergency services representative will give you instructions over the phone.

Source: The Stroke Foundation — Australia

## Global incidence

Around the world, there are 12.2 million new strokes per year. The highest rates are in the World Bank low-income group, where relatively few of those affected would have access to life-saving preventive or emergency treatment.

Incidence varies from country to country and also within countries. In Australia, for example, in 2018 there were more than twice as many strokes in the lowest socioeconomic areas than in the highest, and Aboriginal and Torres Strait Islander peoples had approximately double the incidence of ischaemic stroke compared with the total Australian population. Similarly, a 2022 New Zealand study published in *The Lancet* identified significant ethnic inequality in stroke care access, with Māori and Pacific people reporting a much slower decline in stroke incidences and mortality rates than people of European backgrounds.

Asia has a higher average mortality rate than Europe, the United States and Australia, with 70 per cent of all strokes and 87 per cent of stroke-related deaths occurring in low- and lower-middle-income countries. The number of strokes and stroke-related deaths are lowest in Japan and Singapore, and highest in Indonesia and Mongolia.

“There are many conditions that can be prevented, or the severity reduced, with proactive health management, and early treatment has a significant positive impact...”

**Lina Saliba** / Metlife Australia

## Risk factors

Stroke is a complex health event with a wide range of risk factors. "These include hypertension [high blood pressure], coronary heart disease, obesity and smoking — and this is not an exhaustive list," says Saliba.

Globally, high systolic blood pressure — the force the heart exerts on the walls of the arteries when it beats — is the largest single risk for stroke, while high body-mass index was the fastest-growing risk factor between 1990 and 2019.

The incidence of stroke also increases with age. People aged 85 and over experience more than twice as many strokes as those aged 75 to 84 and almost six times as many as those in the 65–74 age group. However, while the overall incidence has been falling, the number of younger people having strokes has been rising. In 2020, 6,535 strokes (24 per cent) occurred in people aged under 55 years, up from 18 per cent in 2001.

This trend is particularly worrying because stroke is a major cause of long-term disability, which has a profound effect on quality of life as well as associated costs and productivity. A team of researchers led by Deakin University's Elise Tan and Lan Gao estimated that the economic burden of stroke among younger adults in Australia was A\$2 billion over five years — an average of A\$149,180 per stroke patient. Over 30 years, this rose to A\$3.4 billion, with a mean of A\$249,780 per case.

"There are some specific causative factors that may lead younger individuals to suffer a stroke, including increased neck pressure due to sports or exercise, or the impact of recreational drugs," says Phillips. "However, the greatest cause of stroke in any age group is the delay in detection of lifestyle risk factors such as high blood pressure, increased alcohol consumption, diabetes and obesity."

## Encouraging proactive health

Governments, medical practitioners and many insurers are sharpening their focus on preventive health to help reduce the human and financial burden of diseases like stroke.

"Effective preventive health care not only ensures Australians have a healthier future, it also helps to support sustainable and affordable life insurance products," says Chagan.

"We don't ask customers to share their results; we just want them to take the tests and engage with their own health."

Dr Priya Chagan / TAL

TAL Health Sense Plus combines education with lump sum discounts on policy premiums for customers who undergo screening for serious diseases. These tests are recommended by the Royal Australian College of General Practitioners on the basis of age, gender and any underlying risks.

"We don't ask our customers to share their results; we just want them to take the tests and engage with their own health," says Chagan. "Last year, more than 5,000 customers completed a Health Sense Plus preventive health test, saving them an estimated \$600,000 in total first-year premiums."

Zurich's whole health offering, Zurich Evolve, also focuses on educating customers on the importance of regular health checks, while MetLife's 360Health provides access to preventive services through to recovery and rehabilitation support.

"There are many conditions that can be prevented, or the severity reduced, with proactive health management, and early treatment has a significant positive impact on a customer's return to health," says Saliba.

"We believe we have a role to play in ensuring customers get support as quickly as possible. Our aim is to help our customers live healthier for longer."



DOMINI STUART  
Freelance journalist

"We tend to think of stroke as an older person's disease, and there is still a strong correlation between incidence and age. However, the growing number of strokes in people under the age of 54 suggests that lifestyle issues are increasingly important. It's good to hear that insurers are developing strategies to help their customers stay healthy."



WANT MORE?

**CLAIM  
YOUR CIP  
POINTS**



READ //

**Life insurers  
as health  
educators**

By Anna Game-Lopata

★ 0.25 CIP pts

→ [Take me there](#)



READ //

**Life insurance  
for dementia  
patients**

By Abigail Murison

★ 0.25 CIP pts

→ [Take me there](#)



# Shine protection

Brokers must overcome customer complacency and confusion around jewellery insurance to ensure they are adequately protected.

---



## IN SHORT

► Many jewellery owners throughout the Asia-Pacific region are under-insured.

► Part of the problem lies in customers not understanding different policy wordings and what they are entitled to receive in the event of a claim.

► By educating customers, brokers can play a critical role in helping people protect some of their most valued possessions.

Jewellery and watches are among the most expensive portable items people ever own, in terms of both financial and sentimental value. Unsurprisingly, they are also the items most often burgled from homes and lost, damaged or stolen during holidays.

Yet research reveals 68 per cent of Australians don't have insurance for the valuables they take on holiday. Likewise, even though Australians spend an average of A\$6,000 on an engagement ring, almost half are uninsured.

In Hong Kong and Singapore, there's even less proclivity to insure jewellery, possibly due to low crime rates and the public's perception of risk, says Rhiannon Alban-Davies, insurance broker for Fine Art, Jewellery and Specie at Willis Towers Watson Hong Kong.

"People often think insurance is only for theft," she says. "They don't realise it covers accidental loss or damage, mysterious disappearances and other events as well."

### Replacement vs indemnity cover

For those who do insure their jewellery, the various policy options can cause confusion — and ultimately, disappointment when claims are settled contrary to expectations.

In Australia and New Zealand, insurance products can be specifically designed to cover jewellery. Customers wanting to protect high-value items can also purchase add-on insurance at the point of sale, underwritten by specialist jewellery insurers.

Despite the availability of such options, many people simply insure their jewellery through household or renters' policies, which fall into two categories: replacement cover and indemnity cover, explains Paul Nilsson, owner of GemLab Diamond Graders and Jewellery Valuers in Auckland.



## ALL ABOUT THE RING

### AAMI research shows:

- More than 20 per cent of Australians who own wedding / engagement / eternity rings do not insure them, even though the average engagement ring costs around A\$6,000 — more than three times the average weekly full-time wage.
- Thirty-five per cent of research respondents have lost or misplaced their ring at least once.

### Of those who have insured their rings:

- more than 60 per cent did so prior to or immediately after the proposal
- 20 per cent waited until their home and contents insurance was next due
- 10 per cent only insured their ring when prompted by family and friends.

**Source:** Suncorp Corporate Affairs — Insurance Research, conducted by Kantar Insights in December 2021, sampling n=1,047 nationally representative Australians.

"Traditionally, valuers here, as well as in Australia and the UK, tend to value modern jewellery for replacement with a new item like it, but some people buy cheap policies that only cover them for the indemnity value, which is either the retail market value of the item or its replacement value less depreciation," he says.

"The client might get something valued at \$5,000 and add it onto their policy, without knowing that the maximum they're ever going to get paid out is \$2,000, because they only have cover at the indemnity value level."

Nilsson also says valuers too often decide arbitrarily that an estate or antique item can't be replaced with an equivalent new item, and so only value it at the (usually lower) market value. Replacement policies can also default to an indemnity settlement when cash is requested instead of a replacement, or an item isn't specified on a policy.

Though mass-market jewellery insurance isn't as common in Hong Kong and Singapore, customers can purchase specialist cover, but only for higher-end collections typically worth around US\$20,000-plus, says Alban-Davies. Otherwise, jewellery can be included in a standard household policy, albeit with limitations.

"Under a household policy, there would be no cover for depreciation, such as if you lost one of your stones and couldn't replace it like for like, and you also have to watch out for per-article limits," she explains.

Such policies also tend to have exclusions for unexplained and accidental loss.

"It can give the perception to the public that insurance doesn't pay for jewellery," adds Alban-Davies. "Brokers have to combat that by explaining insurance is not just about theft, and also design a policy that is broad and doesn't have any exclusion for mysterious disappearance or unexplained losses."



## JEWELLERY INSURANCE: EMERGING RISKS AND RESOLUTIONS



**1 Smart watches and fitness wearables:** popular devices from brands such as Garmin and Apple can cost upwards of A\$500.

**Insurance solutions:** portable contents cover, brand-specific cover (e.g. AppleCare), device cover (e.g. DevicEnsure).



**2 Lab-grown diamonds:** lab-grown diamonds are soaring in popularity, featuring in one in four engagement rings bought in the United States in 2021.

**Insurance solutions:** lab-grown diamond cover.



**3 Loose investment gems stored in vaults:** thefts from storage facilities can leave owners vulnerable if they don't have appropriate cover.

**Insurance solutions:** storage-facility policies (with top-up cover if necessary) or personal jewellery policies that specify the storage location (with lower 'safe' rates reflected accordingly).

"Insurers can be cautious about where items are kept, whether in a safe, a bank or a professional storage facility."

**Rhiannon Alban-Davies /**  
Willis Towers Watson Hong Kong

### A better solution

Since the 1990s, GemLab has included both replacement and indemnity values on all of its jewellery valuations, in the hope of giving customers greater insight into the different ways an insurer might settle a claim.

"Sometimes people have gone back to their insurer, found out they were only covered for indemnity and have had the opportunity to upgrade their policy," says Nilsson.

He believes brokers should follow this lead and be more proactive about educating customers — ensuring they have up-to-date valuations and proof-of-purchase or ownership documentation, in line with their policy's requirements.

Similarly, Nilsson says it's important to highlight cover limits, including both single-item and event limits, given that customers are often caught out by the latter.

"Let's say Mrs Smith has \$250,000 worth of jewellery and she's listed her \$10,000 ring and \$7,000 bracelet on the policy but not the rest of her jewellery, which is mostly worth less than \$3,000. She thinks she doesn't have to worry about getting that valued, but

she actually needs to prove what it was and what it was worth when she makes a claim. Otherwise, she'll get paid out for her ring and bracelet, but the rest of the jewellery lost in the burglary will be capped at the event limit."

### Covering all bases

Another factor that brokers need to consider when designing a jewellery policy is how the items will be used and where they will be stored. "Insurers can be cautious about where items are kept, whether in a safe, a bank or a professional storage facility," says Alban-Davies.

Even if customers store jewellery in a safe deposit box, she warns that storage facilities may exclude insurance or have a cover limit. She points to the 2015 theft of millions of pounds' worth of jewellery from a vault in Hatton Garden, central London, when many owners were uninsured.

"Don't just assume the bank or storage facility is going to cover a customer if something happens," she urges.

Like Alban-Davies, Nilsson thinks brokers could play a bigger role in ensuring customers are properly protected. "This is particularly important with something that can be as emotive as jewellery," he adds. "People don't care if their TV gets stolen, but they're a bit more upset when it's grandma's diamond ring." //



**BETH WALLACE**  
Freelance writer

"People form such strong attachments to jewellery. And when they are lost, damaged or stolen, the impact can be devastating. While some items are irreplaceable, should the unfortunate happen it's important to know we have options available to us to either fix the issue or provide an appropriate degree of compensation."



WANT MORE?

**CLAIM  
YOUR CIP  
POINTS**



**LEARN //**  
Provide advice in  
insurance broking

★ 10 CIP pts

→ [Take me there](#)



**READ //**  
The complexities  
of jewellery cover

By Zilla Efrat  
★ 0.25 CIP pts

→ [Take me there](#)

# ANZIIF'S CORPORATE SUPPORTERS

The ANZIIF Corporate Supporter Program brings ANZIIF and the insurance industry together to work on not-for-profit projects that offer long-lasting benefits to the community, the industry and its people. ANZIIF thanks its corporate supporters for their generous support.





# NEW ANZIIF MEMBERS

ANZIIF would like to extend a warm welcome to its newest members.

\*For the period 5 July to 12 September 2023

## FELLOW

Chung Hei Jonathan Lee	China (Hong Kong)
John De Felice	Australia
Kian Beng Dato Tan	Malaysia
Priscilla Tang	China (Hong Kong)
Ross Preston	Australia
Singue Siengue Lai	China (Macau)
Stuart Siu Yau Lee	China (Hong Kong)
Wai Man Kwok	China (Hong Kong)
Wing Hong Ko	China (Hong Kong)
Yim Sze Poon	China (Hong Kong)
Yu Wen Lin	China (Taiwan)
Yuan Bo	China, People's Republic

## SENIOR ASSOCIATE

Alexandria Grima	Australia
Anh Nguyen	Vietnam
Boonyakit Suwanchaisakul	Thailand
Calvin Kok Yang	Malaysia
Candice Evans	Australia
Carly Del Mastro	Australia
Casey Fenton	Australia
Chan Yee Ping	China (Hong Kong)
Charlize Bou	Australia
Chaterina Puspitasari	Indonesia
Cheng Huang	Australia
Cheuk Hei Brian Li	China (Hong Kong)
Chi Kit Cheng	China (Hong Kong)
Christine Martin	New Zealand
Christopher Doumergue	Australia
Courtney Dahlstrom	Australia
Daniel Kell	Australia
Derek Chee Kin So	China (Hong Kong)
Dien Hoang	Vietnam
Divas Panjwani	India
Dominic Campbell	Australia
Dung Vu	Vietnam
Gagan Modgil	Australia
Graeme Small	Australia
Guanghui Liu	China, People's Republic
Hailing Fang	China, People's Republic
Hang Dao	Vietnam
Harmeet Singh	Australia
Ho Wai	China (Hong Kong)
Ho Fung Alex Lau	China (Hong Kong)
Hoi Kei Kong	China (Hong Kong)
Ing-On Udomhirun	Thailand
Jacob Reynolds	Australia
Jadran Sango	Australia
Jason Eversham	Australia
Jason Noyahr	Australia
Jennifer Seow	Singapore
Jilin Sun	China, People's Republic
Jobish Raj	India
Jordan Clewes	Australia
Juan Liao	China, People's Republic
Ka Wai Tou	China, People's Republic
Ka Yee Pang	China (Hong Kong)
Kim Mottrom	Australia
Kwok Sun Leung	China (Hong Kong)
Laura Miller	Australia
Lik Hang Lam	China (Hong Kong)

Lilyana Romas	Australia
Lixian Xu	China, People's Republic
Lyndsey Stephens	Australia
Man Ho Joseph Kwan	China (Hong Kong)
Manthikha Thainthubthim	Thailand
Maolong Sun	China, People's Republic
Marnie Johnson	Australia
Matthew O'Brien	Australia
Michelle Bayliss	Australia
Ming Zhu	China, People's Republic
Muhammad Noman Hafeez Rana	Pakistan
Nam Hei Chan	China (Hong Kong)
Natthakun Kerdsoomboon	Thailand
Nga Ting Ip	China (Hong Kong)
Nguyen Hau	Vietnam
Peter McCormack	Australia
Philani Ndlovu	South Africa
Phuc Nguyen	Vietnam
Phuong Thi Hien Mai	Vietnam
Pichchaporn Isariya-Anan	Thailand
Pimpa Sriintarakij	Thailand
Pongsakorn Pattanasanti	Thailand
Quan Hoang	Vietnam
Quynh Nguyen	Vietnam
Rachata Thephabuttra	Thailand
Reece Ormsby	Australia
Renjie Xie	China, People's Republic
Rhys Tucker	Australia
Ryan Lopez	Australia
Samantha Arries	Australia
Sathiyamoorthi Palaipan	Malaysia
Shareen Tejero	Philippines
Sheung Ching Clement Wong	China (Hong Kong)
Shuting Xu	China, People's Republic
Siyuan Wang	China, People's Republic
Suk Han Kwok	China (Hong Kong)
Sze Lau	China (Hong Kong)
Tanya Yahiya	Australia
Tarana Mistry	New Zealand
Tinh Tong	Vietnam
Travis Kulincz	Australia
Tung Cheung	China (Hong Kong)
Van Nguyen	Vietnam
Van Tran	Vietnam
Vinodh K R	United Arab Emirates
Wan Chiu	China (Hong Kong)
Weerapat Poseur	Thailand
Xiaofang Qin	China, People's Republic
Yan Chong Hanson Shek	China (Hong Kong)
Yayuan Wu	China (Macau)
Ying Wai Elves Godwin Leung	China (Hong Kong)
Yixuan Deng	China (Hong Kong)
Yona Shimishi	Zambia
York Kwan Windy Tsui	China (Hong Kong)
Zainalabidin Zaini	Brunei

## ASSOCIATE

Aijiao Ruan	China (Hong Kong)
Byron Howard	Australia
Chaiwat Nganpeerawattana	Thailand
Chalida Koomho	Thailand
Darius Artates	Philippines
Ebony David	Australia

Jack Le Brocq	Australia
Jaylan Hyde	Australia
Joseph Onminyi	Bahrain
Jutarat Thananchai	Thailand
Kelvin Lau	Australia
Leon Mccarthy	Australia
Lolesh Sharma	Papua New Guinea
Luke Johnson	Australia
Mohit Vaswani	Australia
Natasha Hampson	New Zealand
Pannipa Yindee	Thailand
Taweesak Puankladpraw	Thailand
Wann Lee Wong	Malaysia
Yasmin Kasab	Australia
Yijing Zhang	Australia

## AFFILIATE

Abigail Watson	Australia
Alisha Fisher	Australia
Andrew Hall	Australia
Anna Pavlic	Australia
Daphne Villanueva	Australia
Elleanor Moore	Australia
Jared Seal	Australia
Marine Evans	Australia
Matthew Dewar	Australia
Michael Pham	New Zealand
Nicholas Coombes	Australia
Prabhu Sowmithiran	Australia
Pradeep Chauhan	Australia
Renee Gergis	Australia
Shannen Moffitt	New Zealand
Shweta Nand	Australia
Sian Shaw	Australia
Thomas Fodor	Australia
Timothy Van Every	Australia
Trent Castleman	Australia

## ALLIED

Adelynn Saavedra	New Zealand
Alicia Scanlon	Australia
Alistair Bayliss	Australia
Allen Ross	Australia
Alyce Sugden	Australia
Amanda Moore	Australia
Amjad Khan	Australia
Amy Johnson	Australia
Andrea Hauck	Australia
Angela Able	Australia
Anika Harrison Laumua	Australia
Annette Rutledge	New Zealand
Benjamin Ah Mann	Australia
Billy Fu	Australia
Bradley Jeffery	Australia
Chenchao Zhu	Australia
Christobelle Cheesman	Australia
Christopher Hughes	Australia
Chrystie Niklaus	Australia
Conrad Gordon	Australia
Damian Black	Australia
Damian Kerin	Australia
Danielle Marjen	Papua New Guinea
David De Santa-Ana	Australia

David Hutchinson	Australia
Elaine Fin	Australia
Enrico Cruz	Australia
Falepueata Talaepa	Australia
Gabrielle Pool	Australia
Grant McIntosh	Australia
Hayley Gould	Australia
Helene Pino	Australia
Himmat Paul Singh Sason	India
James Pearson	New Zealand
Jason Gambier	Australia
Jeremy Barnes	Australia
Jeremy Howard	Australia
Jing Xu	Australia
Jock Spence	Australia
Joel Vivas	Australia
John Arends	Australia
Kara McInnes	Australia
Karla Guidetti	Australia
Karla Hakim	Australia
Katie O'Neill	Australia
Komal Candovski	Australia
Kristy Humphries	Australia
Lisa De Koning	Australia
Lucas See Toh	Australia
Makayla Blake	Australia
Marek Gulis	Australia
Marina Troye	New Zealand
Masina Schmidt	Australia
Matthew Elisseos	Australia
Matthew Wilson	Australia
Michael P'ng	Australia
Michelle Nicholls	Australia
Natasha Monckton	Australia
Neetha Stefas	Australia
Owais Nowchoo	New Zealand
Pavle Candovski	Australia
Rajwinder Kaur	Australia
Raylene Burns	Australia
Regina Cao	New Zealand
Renae Stewart	Australia
Reneta Parikh	Australia
Rob Cannuli	Australia
Rowen Donlevy-Morrison	Australia
Sacha Arie Oudyn	Australia
Saleshni Kumar	Australia
Sally Roxburgh	Australia
Sarah Phillips	Australia
Sean Santiago	Australia
Sheree Louise Aquilina	Australia
Sidath Ariyaratne	Australia
Steven Powney	Australia
Steven Walsh	New Zealand
Tahlia Villanti	Australia
Tara VanRooy	Australia
Tim Tez	Australia
Tony Fors	Australia
Tony Kamiya	Australia
Vince Zangari	Australia
Wayne Kariuki (Wayne) Munene	Australia
Wei-Ting Shacklock	Australia
Yuen Tsun Lee	China (Hong Kong)

# 6 ways to be more persuasive

The ability to influence others is an essential life skill.

Our expert:

**ROB MCKAY**

// organisational and business psychologist

BEING PERSUASIVE GOES beyond influencing your workmates or your manager. It's a skill that can help you rally support for a new strategy, change a no to a yes and demonstrate your leadership potential.

Many experts have analysed the elements of persuasion — perhaps none more prolifically than American academic Dr Robert Cialdini, who New Zealand organisational and business psychologist Rob McKay believes is “the seminal expert on getting people to the point of yes”.

“He spent many years researching what science tells us is the best ethical way to influence and persuade people, and has broken it down into six basic principles,” explains McKay. “Once you understand these principles and how they work, you can weave them into whatever you're trying to achieve.”

Here, McKay shares how to leverage Cialdini's principles to become more persuasive.

## 01 // Reciprocity

Humans are hardwired to treat others as they have been treated. “People are more willing to comply with requests, favours or concessions if you provide such things first,” says McKay, who points to content marketing as a means of giving potential customers valuable, usable, free information that they, in turn, will possibly ‘repay’.

## 02 // Authority

Just as an expert witness speaking in technical terms has persuasive power over a jury, people have a tendency to follow the recommendations of authoritative figures. “But symbols of authority, such as titles or appearances, must be backed up with expert knowledge,” warns McKay.

## 03 // Commitment and consistency

People rarely go against their values and beliefs. Likewise, if they have an existing commitment, they're unlikely to break it for fear of the problems that might ensue. It's why restaurants take bookings and salespeople request deposits; securing a commitment — even something as minor as asking someone to get back to you — will “allow you to come back and present phase two”, suggests McKay.

## 04 // Social proof

People are more willing to take a recommended action if they can see concrete evidence that others, especially those similar to themselves, are also taking that action. This can be as simple as sharing customer testimonials, explains McKay, adding: “If you can demonstrate that people are already on board with your objective, it will be easier to get others across the line.”

## 05 // Scarcity

Objects and opportunities are more attractive according to their degree of scarcity. This is why 24-hour sales or ‘limited availability’ offers work so well: people fear they are going to miss out. “If you can frame what you're trying to pitch in terms of loss, it will be more powerful than highlighting what will be gained,” says McKay.

## 06 // Likeability

Friendliness and attractiveness are powerful persuaders. “People prefer to say yes to those they know, like or find attractive or who are similar to them,” says McKay. “People will also be motivated to say yes if you show them natural sincerity and that you like them, too.” //





# ANZIIF GENERAL INSURANCE BREAKFAST

Now in its 35th year, this event brings together general insurance professionals from all parts of the industry to discuss challenges and opportunities, engage with thought leaders and celebrate successes from the past year.

**Wednesday, 6 December**

The Fullerton Sydney and Live Online (hybrid event)

**REGISTER  
TODAY**



Platinum Sponsor



Duck Creek  
Technologies