

Underwriting Talent Summit

Agenda

09.30 – 09.45 | Progress, perspective and the path ahead

09.45 – 10.30 | What matters most? Perspectives from underwriting leaders of the future

10.30 – 11.15 | The technology that might finally change who gets to the top: why AI could do more for female leadership than twenty years of diversity programmes

11.15 – 11.45 | ***Break and networking with peers***

11.45 – 12.45 | How they really got there: busting the myths of senior leadership

12.45 – 13.00 | Call to action and close



Progress, perspective and the path ahead

Why we are here again

Clear appetite across the market to continue the conversation

However, awareness alone is not enough

Focus now needs to be on practical action, leadership accountability and measurable outcomes

Signs of progress

Total underwriting population = 7,659 **2025**

Total underwriting population = 8,580 **2026**

25%

‘Ready now’

The proportion of women identified as ‘ready now’ for leadership roles has increased from 15% (+10pp)

29%

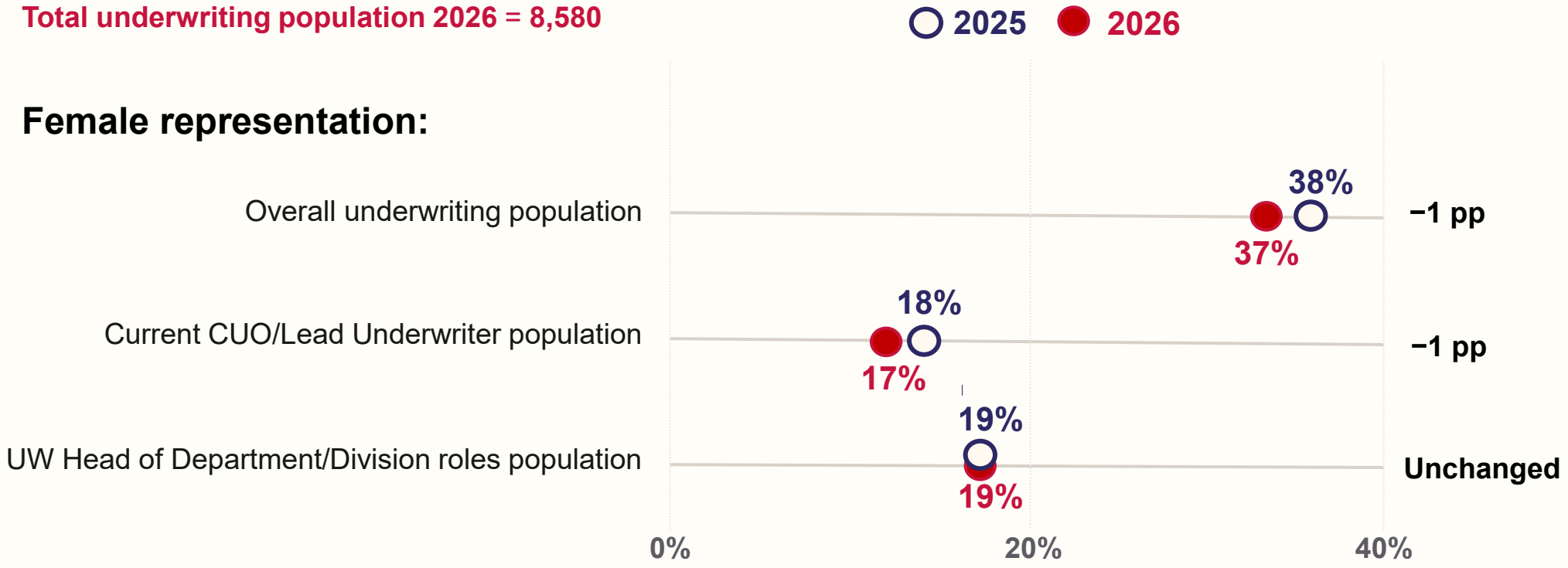
‘Ready later’

The proportion of women identified as ‘ready later’ has increased from 25% (+4pp)

Source: Lloyd’s Market Policies and Practices Return (MP&P) Results 2025, 2026

Why this conversation still matters

Total underwriting population 2026 = 8,580



Source: Lloyd's Market Policies and Practices Return (MP&P) Results 2025, 2026

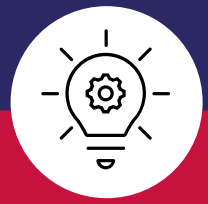
What you told us

Nearly 70% of survey respondents highlighted the two key themes we are covering today:

1. **Lived experiences and visible role models:** honest reflections on both barriers and enablers of progression, particularly from senior female underwriters and CUO successors.

2. **Career progression to the most senior roles:** what is required to move from Class Head/Team Lead/Portfolio Manager into CUO, director and CEO positions.

You also asked for…



Myth-busting



Sponsorship and male allyship



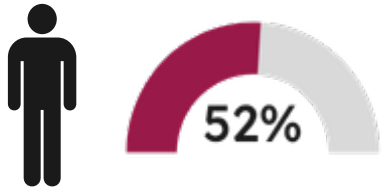
Impact of AI

lma 25 Years
Lloyd's market association

Key themes

Gender perception gap

Men report greater confidence in equal opportunities than women, and many male respondents see no significant barriers to progression.



52% of male respondents said they **don't believe there are significant barriers** to progression in their organisation

22% of females **don't believe there are significant barriers** to progression in their organisation.

60%

Women are somewhat confident that men and women have equal opportunities to progress in their organisations.

80%

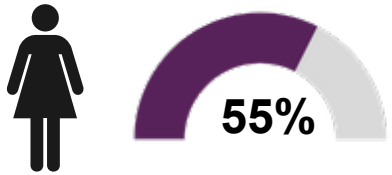
Men are very or extremely confident that men and women have equal opportunities to progress in their organisations.

Key themes

Active sponsorship matters

67%
Women identify senior leaders' sponsorship, including stretch assignments and promotion opportunities, as central to reaching the C-suite.

24%
Male respondents think this.



55% of female respondents see **lack of active sponsorship** from senior leaders as one of the **biggest barriers** to progression into senior roles.

Key themes

AI and talent



52% of respondents believe the skills required of future underwriting leaders will change significantly.



33% of respondents think some groups may have less access to the experience needed to succeed in an AI-enabled market.



29% of respondents believe AI could reinforce existing bias.



What matters most? Perspectives from underwriting leaders of the future

What matters most?



Sophie Roberts
Specialist Media Consultant and Former Head of *Insurer TV*
Moderator



Catherine Foster
Head of London Market Upstream Energy
Sompo



Erin Bargate
Senior Underwriter, Portfolio Solutions
Hiscox London Market



Georgina Rothman
Underwriting Portfolio Director
Asta



Rachel Webber
Head of Reinsurance UK
Canopius



Sydonie Williams
Head of International Cyber Risks
Beazley



The technology that might finally change who gets to the top

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Sophie Roberts
Specialist Media Consultant and Former Head of *Insurer TV*
Moderator



Tracy-Lee Kus
Co-Chief Executive Officer
Aon



Rachel Turk
Chief of Performance & Strategy
Lloyd's

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How they really got there: busting the myths of senior leadership

Busting the myths of senior leadership



Sophie Roberts
Specialist Media Consultant and Former Head of *Insurer TV*
Moderator



Adam Beatty
Chief Executive Officer
Nephila



Duncan Dale
Chief Executive Officer
Dale Underwriting Partners



Heather McKinlay
Non-Executive Director



Nick Moore
Chief Executive Officer
Argenta Group



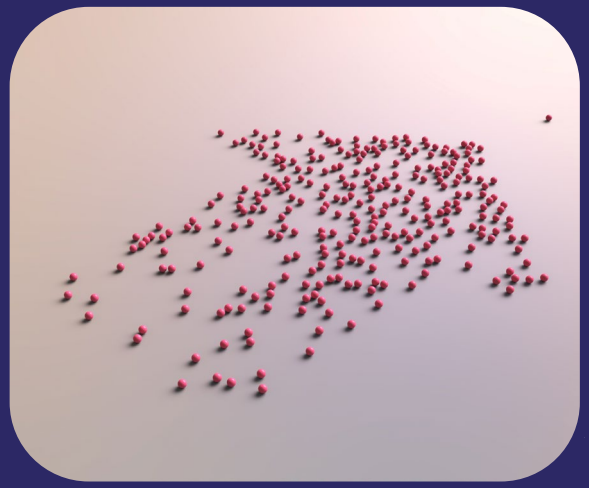
Kate Markham
Chief Executive Officer
Hiscox London Market



Vinay Mistry
Chief Commercial Operations Officer
Apollo



Call to action and what you can do next



Progress since 2025

Focus now needs to be on practical action, leadership accountability and measurable outcomes.

Underwriting leaders of the future

How those on a journey to leadership are navigating their careers.

Recap of today

Approximately 200 registered to join us

Busting the myths of senior leadership

Honest conversations about how others have navigated the path to leadership.



Why AI could do more for female leadership than twenty years of diversity programmes

The skills AI cannot replicate



Call to action

Review our Underwriting Talent Summit ‘to-do list’ and consider what’s relevant to your organisation.

Turn leadership intent into sustained action and accountability.

Share the actions you are taking and the progress you make with the market.



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We want to hear your feedback



Underwriting Talent Summit