The Worshipful Company of Insurers
Incorporated by Royal Charter

myWCI

FELLOWSHIP
EDUCATION
PHILANTHROPY

Issue 2 | *Your half yearly magazine from the WCI* | Autumn 2026













Welcome from the Master

Welcome to the second edition of *my*WCI.

Thank you to everyone who gave feedback on our first edition. Our aim is to bring to life the depth and breadth of activity within the WCI, and the broader world of livery.

Livery feels like insurance in many different ways - most of us fall into our career in insurance and we explore the many opportunities and possibilities over the course of our career. A lot of us stumble across livery and then become involved, getting to know a world that runs parallel to our day jobs, and yet has a different rhythm to it. Building knowledge and understanding the traditions of the City of London and how the Worshipful Company of Insurance contributes to that is fascinating.

This edition of the magazine sets out about what great work out our charitable trust does - in your name - thanks to your donations. We look at how we collaborate with other liveries and we've had a coffee with Sherrif Elect Alderman Tim Levene.

There are 114 liveries overall the newest being HR Professionals which became a livery this year. I've heard it said that there is no problem the combined force of Livery Companies could not solve and I tend to agree with that statement. A lot of history relates to liveries, and we have dotted some interesting facts throughout the magazine.

Thank you once again to my employer **WTW** for their kind sponsorship and support during my year as Master, Thank you to every member of the WCI for your engagement, enthusiasm and energy.

Enjoy YOUR livery - I know I do!

*The my*WCI *team*

*Many thanks to the editorial team who created this edition of my*WCI.

Olivia Brindle, Chris Digby, Yvette Essen
Maxine Goddard, Ed Short, Paul Youdan-Smith, Frank Viort, Raphael Zindi

David Worsfold, Production
Aaron Poulter, Design

Our officers

The Company is governed by a Court of Assistants. The Court is responsible for policy, strategy and overall management of the Company. Each year the Court elects from its ranks a Master, together with a Senior Warden and a Junior Warden.



Ajay Gupta
Senior Warden

Sara Fardon
Master

Claire McDonald
Junior Warden

Karl Jarvis, Immediate Past Master

The officers were installed at a Court Meeting and confirmed at Common Hall on 8 October 2025.

The Court appoints a Clerk and office staff to manage our day-to-day, especially our busy events programme:

Victoria King, Clerk
Samantha Ball, Assistant Clerk
Zoe O'Brien, Accountant

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500 Book Challenge has been a huge success - Thank you!



Many of you have responded to my question "What book have you enjoyed reading and would recommend to others".

Asking and discussing this question has given me so much pleasure this year. I've built a list of over 100 recommendations, and I intend to share with members in full. Reading is essential for everyday life and living. It nourishes the soul. From your recommendations I'm building my own book list of essential reading.

Here's a flavour of some of the books that have stood out to me – **"The Book Thief"** by Marcus Zusak, recommended by Sarah Iveson and Mike Walsh. I hadn't heard of it – have now read it and enjoyed it. **"The Correspondent"** by Virginia Evans, recommended Carole Nicholls. Bought for my mum's birthday, I'm currently reading it myself. Discussions with Greg Butera and Daithi Harkin led to author Elif Shafak and the book **"There are Rivers in the Sky"**. Claire McDonald, describing why she was recommending **Tenderness by Alison McCleod,** immediately made me decide I'd like to read it as well. Stephen Wilkinson and Kirsty Gray both recommended **"A Gentleman in Moscow"** by Amor Towels.

My focus on reading was in support of Civitas Schools, Thank you for generosity we have shown.

"We are deeply grateful for the extraordinary generosity shown by members of the WCI in support of the Civitas Schools project, led with by the commitment to the importance of by Master Sara Fardon. The response has been more generous and encouraging than we could ever have hoped, with over £20,000 donated through the WCI, including support from the Master's Charity Fund, the Master's '500 Book Challenge', and additional personal gifts from individual members.

These funds will put wonderful books directly into the hands of children: novels to inspire their imagination, educational texts to support learning, and practical essentials such as dictionaries for every school. Each book will carry a WCI-branded bookplate, creating a lasting reminder to pupils that their learning has been supported by the kindness and generosity of WCI members. For many of our pupils, these books will become part of the story of how others believed in their potential."

Justine O'Brien. Director of Schools at Civitas

Next year, you'll find me curled up with a book!

It's not too late to add to my list, so please do drop me a line and tell me about a book that you have enjoyed reading and would recommend to others.

Insurer's Collection

Many members like to show their support for the Company and every member receives a high quality embroidered magnetic badge that can be worn at Livery events.



In addition, we now have an expanded range of our very own branded merchandise. From coasters to notebooks, umbrellas to pens and a new lapel button, as well as the ties, cufflinks and lapel pins that have been available for some time, the WCI can be promoted far and wide.

To view the collection and place an order please visit our dedicated online shop https://shop.wci.org.uk

About the company

The formal letters patent were presented by the Lord Mayor, Sir Kenneth Cork, on 19 October 1979 to create the Worshipful Company of Insurers.

Now with over 530 members, of who 150 are Freemen/women, drawn from professions across the insurance industry, we share a rich tradition with London's Livery Companies of promoting excellence within our industry, while working to help and contribute to the City Civic in London and the wider community.

Membership of the Company is open to those eligible for membership of the Chartered Insurance Institute and those engaged in the widest sense in the business of insurance in a professional capacity.

Philanthropy

How our charitable trust works

It is our goal to familiarise WCI members with the work of our Charitable Trust and support them in gettingmore involved with our philanthropic activities.

The Charitable Trust operates a General Fund (entirely from member donations plus Gift Aid) as well as two Education Funds (supporting insurance education, prizes and scholarships among other things).

The Trust is governed by a board of trustees appointed by the Court. The full board of trustees meets at least quarterly, with a sub-committee meeting in between to carry out the detailed scrutiny of applications and the work of the organisations the WCI supports.

Grants are decided at the quarterly trustee meetings. Typically, more grant requests are rejected than approved, reflecting not only a healthy flow of applications but also a rigorous approach to their merits. We focus on longer-term partners who primarily work on early education, employability and financial wellbeing; though ad hoc donations are also made. In addition to financial donations, WCI members volunteer to lead the relationship with each charity, championing them within the WCI, representing the Company at charity events and offering support and advice when required. These champions are known as 'Charity Links.'

How to get involved

- Seek out volunteering opportunities, notified via the Clerk's Office
- Use the WCI's matched funding to top up personal donations (read on for details!)
- Propose charities through the WCI Charity Partner Application process: next round opens in Spring 2027
- Apply for an ad-hoc donation before the end of summer, especially within our priority areas of employability, financial wellbeing and early-stage educational initiatives

Matched funding

Any WCI member may apply for matched funding for a charity that is registered with the Charity Commission or the Office of the Scottish Charity Regulator (OSCR). No more than one application may be made by any member in any period of two calendar years.

In order to apply, a member must personally take part in an activity to raise money for a charity. The Charitable Trust will match personal fundraising up to an amount agreed by the Trustees in relation to each application but not normally exceeding £1500.

Members should apply in advance of the activity or event.

In 2025, a total of £10,500 of matched funding was provided. So far in 2026, around £6,000 has been provided.

Sara Fardon: £1,500 Sheriffs & Recorders Fund Lenten Walks

Alan Punter: £1,200 XO Bikes

Victoria King: £1,105 Alabare Sleep Out (see story)

Yvette Essen: £940 Lord Mayor's Appeal Abseil (pictured)

Maisie Gallagher: c.£900 so far Born Free Foundation half marathon

Additional applications are always welcome.



The Big Sleep for Veterans

The Master and Clerk were honoured to take part in the BIG Sleep, with over 100 other people, at St Paul's Cathedral on Friday 26 June in a powerful statement of solidarity with veterans experiencing homelessness. It is part of the WCI's commitment made by signing the Armed Forces Covenant last year.

While they were lucky enough to have gathered in one of the most iconic and beautiful settings in the country, the extremely hot weather, the incessant city noise, and the unexpected 4am thunderstorm served as a stark reminder of the turbulent and often unforgiving conditions faced by people sleeping rough every day.



Introduction from our Incoming Master, Ajay Gupta



It is both an honour and a privilege to have been elected as the next Master of the Worshipful Company of Insurers. Having been part of this remarkable Company for many years, I have seen first-hand the unique contribution it makes—not only to our profession but also to the wider City of London. To be entrusted with leading the Company for the coming year is something I regard as one of the highlights of my professional life.

My career has spanned more than 35 years across the international insurance and reinsurance market, working in underwriting, broking, risk management, executive leadership and consultancy. Throughout that time I have witnessed enormous change, from globalisation and digital transformation to new forms of risk emerging across every sector of society. Yet one thing has remained constant: insurance is ultimately about people, trust and the confidence to face uncertainty.

Those same values lie at the heart of the Worshipful Company of Insurers.

What has always struck me about our Company is its ability to bring together professionals from every part of the market. Whether insurer, broker, reinsurer, lawyer, consultant, regulator or academic, we are united by a common purpose and by a shared commitment to fellowship, education, charitable endeavour and service to the City.

Why Artificial Intelligence?

Every Master has the opportunity to champion a theme that reflects the challenges and opportunities facing our profession. After considerable thought, I have chosen to focus on the impact of artificial intelligence on insurance.

The reason is straightforward: AI will influence almost every aspect of our industry over the coming decade.
From underwriting and pricing to claims management, fraud detection, customer engagement and regulatory compliance, AI is already changing the way insurers operate. While the technology is advancing at extraordinary speed, its greatest impact will not simply be technological—it will be human.

How will AI reshape careers? What knowledge and skills will future insurance professionals require? How do we preserve professional judgement and ethical decision-making when algorithms increasingly support or even make recommendations? How do we ensure that innovation strengthens, rather than weakens, the trust upon which insurance depends?

During my year as Master, I hope to stimulate informed discussion by bringing together practitioners, academics, technology experts, regulators and students. My ambition is not to predict the future but to help our profession prepare for it thoughtfully and responsibly.

I am particularly interested in the implications for education and talent development. As routine tasks become increasingly automated, the value of uniquely human capabilities—judgement, critical thinking, communication, empathy and ethical leadership—will only increase the challenge for our profession is to ensure that today's students and tomorrow's leaders are equipped to thrive in an AI-enabled insurance market.

Looking Forward

The WCI has an important role as a convenor—bringing together people who might not otherwise meet, encouraging debate on the issues shaping our profession, and providing opportunities for learning, mentoring and collaboration. That role has never been more valuable than it is today.

Insurance has always adapted to new risks, new technologies and changing societies. Artificial intelligence represents the next stage in that evolution, offering tremendous opportunities while also demanding thoughtful leadership.

I hope my Master's theme will encourage meaningful discussion, promote learning and help ensure that our profession continues to combine technological innovation with the human values that have always defined it.

The WCI has an important role as a convenor—bringing together people who might not otherwise meet, encouraging debate on the issues shaping our profession, and providing opportunities for learning, mentoring and collaboration. That role has never been more valuable.

Above all, I look forward to meeting as many members as possible during the year ahead. The strength of our Company lies in its people, and I am excited to work alongside colleagues who share a commitment to fellowship, service and the continued success of the WCI.

Standing up for the City

As Dame Susan Langley looks towards the end of her year as Lady Mayor, David Worsfold caught up with her to find out how her term at Mansion House has been.

How has the year been so far? What have been the most memorable moments?

"The year so far has been really fascinating. It's difficult to sum it all up in just a few words, especially while there are still a few months of the mayoralty to go.

A major part of the role is championing the office as the UK's ambassador for financial services and connecting capital with opportunity. Individual initiatives are important, of course, but focusing the mayoralty more clearly on that enduring purpose has highlighted so many of the key challenges - and opportunities - we face. For example, how is the financial services sector perceived at home and abroad? Are we marketing ourselves with the same confidence and boldness as our competitors? Are we pushing back against harmful disinformation with fact-based statements and evidence? I've seen a real need for that, which is why I developed the Team UK campaign and Brilliant City website, bringing together the major City trade associations and more than 200 businesses to agree a shared narrative on what makes the City great.

We wrapped the Mansion House columns in positive banners, partnered with the London Stock Exchange to take our ads across London train stations, and reached up to 18 million people through the media campaign. These are the moments that I think have defined the mayoralty and positioned this office as one that's unafraid to stand up for the City."

When the world feels uncertain, we want people to come to London. We absolutely have the expertise and the capital to manage the new and emerging risks developing globally."



The need to counter disinformation about London wasn't on your agenda when you came into office but has become an important feature of your year. How pleased are you with the TeamUK campaign and what more can we expect?

"What's always been on my agenda is how much I love the City, the incredible career it's given me and the amazing people I've met along the way. So when negative and false perceptions about the City make the headlines, I feel very strongly that I, and other leaders, have a responsibility to set the record straight.

"That developed into Team UK. The major City trade associations joined as core partners, 200 businesses backed the initiative, and the London Stock Exchange has been a key advocate too. There's so much appetite to tell the story of our City with fresh confidence. I believe we've started something that can stretch far beyond the mayoralty."

You have undertaken several high profile overseas visits, with more to come. Which have been the most successful, especially from the insurance industry's perspective?

"A big focus of these visits is using my role as ambassador for financial services to meet financial services leaders and regulators in markets where we want to build stronger relationships. People and companies do business with people they know and trust, and these visits help build those relationships, remove barriers to investment and create a platform for knowledge sharing.

My visit to Florida, where I met the Insurance Commissioner, was interesting as they are looking at how to improve their climate resilience.

London is a leader in specialty insurance, and initiatives like Flood Re are exactly the kind of innovation that US counterparts are very interested in. As a result of these visits, we had international delegations come to our Global Risk Summit, and I continue to hold insurance roundtables during my overseas visits. I plan to do this again in ASEAN and the Middle East later this year.

You set out to change perceptions of the Mayoralty, not least establishing it as the Ambassador for Financial and Professional Services. How far have you got in achieving that objective?

"I think it's been successful so far. When I travel overseas and start my usual introduction explaining the role, most people I speak to are aware of what the mayoralty does and even now use the term Ambassador.

"Alongside that, I think it's really important to focus on how young people perceive the City, particularly those from disadvantaged backgrounds. Do they see the City as somewhere they could build a career and somewhere they would be welcomed?

I've hosted a series of City Insights Days this year, where businesses signed up to deliver employer-led insight sessions to students. Of those students, 85% said they would now consider a career in the City. The programme will continue in 2027, creating lasting opportunities between businesses, schools and young people."





Dame Susan was presented with the second WCI Royal Charter Award by Master Sara Fardon at the Mansion House Banquet in May



Dame Susan was greeted by a standing ovation at a packed Royal Albert Hall in July when she won the Achievement Award at the British Insurance Awards.

Lord Mayor's Show 2026 - Plans coming together

It's full steam ahead with planning for the WCI's participation in this year's Lord Mayor's Show.

This will welcome **Alderman Bronek Masojada** as the 698th Lord Mayor of London. Well known in insurance circles, he was CEO of Hiscox for 28 years, subsequently becoming Sheriff of London in 2023. He was Master of the WCI in 2013, during which time he set up iWIN.

The WCI will once again have a high profile presence in the show with a double decker London bus proudly displaying the message #LondonInsuresTheWorld. There will be an all-day base for members, their families and guests at Painter-Stainers' Hall.

The key dates in the build-up to the Show are:

Election of Next Lord Mayor

29 September

Silent Ceremony

13 November

The Lord Mayor's Show

14 November



Make a date for the show and look out for further details on the website.

We thank our sponsors who make our participation in the show possible: AEGIS London, AON, Ardonagh (Price Forbes), Howden, Markel, Marsh, Newpoint Financial

The Power of Partnership: Why collaboration remains the heart of the modern Livery movement

"Coming together is a beginning; keeping together is progress; working together is success." **Henry Ford**

More than forty years since becoming a livery Company, the Worshipful Company of Insurers continues to demonstrate the value of Henry Ford's observation that"working together is success", writes Yvette Essen.

Nowhere is this more evident than in the Company's growing involvement in two influential cross-livery groups: the Financial Services Group (FSG) and the Construction Liveries Group (CLG).

Although they operate in very different sectors, both organisations share a common goal: bringing together professionals from across disciplines to tackle shared challenges and seize new opportunities for the City.

The City's collective voice

For Paul Brady, Chair of the WCI FSG and the Company's representative on the wider FSG, the importance of these connections cannot be overstated:

"The FSG represents 17 modern Liveries that reflect the real modern City", he explains. "Bankers, accountants, solicitors, human resources professionals, insurers, and many others all come together around one table."

Paul, who spent more than 30 years at Lloyd's before joining Sompo's Group Compliance team, sees his role as ensuring that the insurance sector's voice is heard within wider City discussions.

"I want to make sure the viewpoints and issues facing the insurance sector are fed into the wider deliberations of the Group", he says. "Whether we are talking about opportunities or risks, insurers have an important perspective to contribute."

Those conversations often extend far beyond insurance itself. Issues such as taxation, regulation, international competitiveness, and talent attraction affect every part of the City's financial ecosystem. The FSG provides a forum where different professions can compare experiences and identify common concerns.

"What's valuable is hearing how other sectors view the same challenges", Paul explains. "You might look at something through an insurance lens, but then hear the perspective of accountants or bankers and realise there are wider implications."

One recurring theme is talent. Recent industry reports have highlighted concerns about attracting sufficient numbers of young people into financial services. Similar challenges are being experienced across many sectors represented within the WCI.

"We all recognise the need to bring new talent into our professions" says Paul. "If we don't, we'll face demographic challenges in the future."

The discussions are not simply about identifying problems. Increasingly, they are focused on finding solutions. Artificial intelligence, innovation, and cyber risk have emerged as major themes across both the FSG and WCI.

"AI presents enormous opportunities. As insurers, we also see the emergence of new insurable risks. What's interesting is that our colleagues from other liveries are having very similar conversations."

Yet perhaps the greatest value lies in the relationships created along the way. A recent outreach initiative with charity UpReach brought together several liveries to host university students from under represented backgrounds at Lloyd's. The aim was simple: to demystify the City and show that successful careers are open to people from every background.

"We wanted to give students confidence that the City isn't a scary place and that they could find their feet here. It was incredibly rewarding."

"If we want the liveries to be more than dining organisations, then collaboration isabsolutely critical. It helps us support growth, education, professionalism, and innovation across our industries.

For Paul, these initiatives reflect the true purpose of the modern livery movement.

Building beyond boundaries

The same philosophy underpins the Construction Liveries Group.

Representing 24 different liveries connected to the built

environment, the CLG brings together professionals ranging from architects and engineers to surveyors, firefighters, and insurers.

Nick Smith, a construction broker at Marsh Specialty and the WCI's representative within the CLG, sits at the intersection of both worlds. "Nothing gets built without insurance", he says.

"Construction and insurance have always been closely linked through risk management and resilience."
The CLG was formed to create a forum where these diverse professions can share expertise and better understand the challenges facing the sector. Regular committee meetings are supplemented by seminars and networking events that explore topics ranging from risk management to urban planning. One recent event examined thefuture development of the City of London's skyline.

"We had speakers from the City of London Corporation explaining how planning decisions are made. It was fascinating to learn how protected sightlines influence building design and why certain towers take the shapes they do", says Nick.

The Leadenhall Building – known as the Cheesegrater – is one example, its distinctive profile helping to preserve views of St Paul's Cathedral.

The CLG also provides a platform for discussing emerging issues affecting the built environment. Sustainability has become an increasingly important focus, with conversations covering everything from renewable energy infrastructure to modern construction materials.
"Timber is a good example. It's being used more extensively than before, and that creates interesting discussions about sustainability, performance, and risk."

The recent Grenfell Tower anniversary has also prompted renewed conversations around building safety and material selection. For insurers, such discussions providevaluable early insights into trends that may eventually shape future underwriting decisions.

"It gives you visibility of what is coming down the line", Nick explains. "You hear different professional perspectives and gain a better understanding of how decisions are being made."

The CLG is also actively examining apprenticeship programmes and skills developmentacross the construction sector – an area where lessons may have relevance far beyond construction itself.

Preparing for the future

Both Paul and Nick believe the real value of these groups lies in their ability to breakdown professional silos. Whether discussing AI, sustainability, talent, or regulation, many of the challenges facing modern organisations are shared across all sectors. By bringing together professionals who might not otherwise meet, the livery movement creates opportunities to exchange ideas, share experiences, and learn from one another.

"We're all volunteers", says Paul.

"The more we can learn from other Liveries facing similar challenges, the more impactful and relevant we become." That relevance will become increasingly important as the City navigates a decade of technological, economic, and societal change.

More than a century after Henry Ford observed that "working together is success",groups such as the FSG and CLG continue to prove the point. By fostering collaboration across professions, they ensure the livery movement remains both relevant and influential - strengthening not only individual industries, but the City itself.

As Nick puts it: "You need to work together to get things done properly rather than working in silos. Collaboration helps people learn from each other, avoid repeating mistakes, and better prepare for what's coming next."

Did you know?

- The FSG brings together 17 modern livery companies, representing sectors from insurance and banking to law and human resources.
- The CLG includes 24 livery companies connected to the building environment, supporting education, skills development, and professional excellence.
- One of the FSG's most popular annual events is its summer pub lock-in, proving collaboration isn't always confined to the committee room.
- Topics currently being explored across the FSG, CLG, and WCI include AI,cyber risk, sustainability, talent attraction, and the future competitiveness of the City of London.



Nick Smith



Paul Brady

iWIN

Insurance Women's Inclusivity Network

A network for insurance women who come together to support each other, acquiring knowledge, skills and connections to develop and accelerate their careers.
iWIN promotes progression and development through, in-person & virtual events, relationship building and networking.

*i*WIN *meets the Lady Mayor*

A highlight of the recent iWIN programme was a conversation with the Lady Mayor, Dame Susan Langley, who spoke about her career in insurance, government and now as the City's first citizen.

The guests were incredibly honoured to be welcomed into the home of the Lady Mayor at Mansion House where she took to the stage with Jill Douglas, renowned British sports broadcaster and journalist. They explored how people can successfully "Own Who You Are At Work" and navigate the traditions of a long-standing industry like insurance.

Dame Susan also spoke about the progress she is making with the Treasury on the 'Women in Finance Charter'.

Attendees had an added bonus of a private tour of the many historic artworks at Mansion House.



iNED

Insurance Non-Executive Directors Forum

We provide invaluable information for insurance Non-Executive Directors (iNEDs), aspiring iNEDs, compliance staff, company secretaries and all those interested in corporate governance. iNED offers a range of events to support them.

Confidence, Courage and Change

A Conversation with iNED chair Sian Fisher

Liveryman Chris Digby sat down with Sian Fisher, Chair of iNED to discuss her career, leadership approach and her role supporting the development of Non-Executive Directors across the insurance market.

Career journey: You've had a fascinating career across underwriting, broking, entrepreneurship and leadership of the Chartered Insurance Institute – what have been the defining moments that shaped your journey?

At Hiscox, I had the opportunity to innovate a suite of products for the new professions emerging across the UK in the 1990s. Those products are still being advertised on the tube today, 30 years later.

Oxygen brought the US-style MGA model to the UK - something now ubiquitous, but far less understood at the time. Munich Re backed us, which was a brave call, and I remain very grateful for that support. It was also great fun to co-found the MGAA.

Later, the CII was widely seen as a fading brand. Full credit goes to its people and volunteers for believing it could be revived. It is now something of a phoenix, having even defied the challenges of COVID.

Lessons and reflections: What's one lesson from your career that has most influenced how you lead today?

Early in my leadership journey, a junior colleague told a publication that having Sian Fisher upset with you was like being in a Kenwood blender. Even with my then inexperience, I knew this wasn't where I wanted to be. Be kind to people.

Taking on iNED: You're taking on the iNED Committee at the WCI - what motivated you to get involved and what does the role mean to you?

Hats off to Terry Hayday, who sadly passed away recently. iNED was his idea and he had the drive and enthusiasm to bring together the WCI and the CII to create something genuinely valuable for the sector. And of course to Andrew Torrance for his work to date.

There has been good progress in diversifying the backgrounds and experience of insurance NEDs. That makes it even more important that all NEDs can access up-to-date discussion, information and peer networks.

The UK hosts very few global hubs now. The London Insurance Market is one, and we should use our collective experience to help keep it that way - through practical initiatives like iNED and I am looking forward to developing and delivering the programme over the next few years.

Priorities and impact: What are your key priorities for iNED over the coming years?

Our forums combine in-person and online events, supporting NEDs staying up to date with Board-level "hot topics" across insurance and the wider governance landscape.

We will continue to deliver a strong programme of events through the year with a small but dedicated committee.

My key areas of focus include:

- Technology and new distribution models, which are already transforming insurance
- Geopolitics and economics, reflecting a world that is far from stable
- Business culture, which remains the critical link between good intentions and performance

Advice for the next generation: What advice would you give to those - particularly women - looking to build their careers and confidence in the insurance market?

Confidence is not a genetic gift; it is learned and earned through the things we do.

So, give courage and opportunity your best shot. You may surprise yourself - and give others the chance to promote you.

And try to have a laugh. Life is serendipitous, so it helps to chuckle along with it when you can.

About Sian

Sian Fisher has had a wide ranging career in the insurance sector, spanning broking, underwriting, entrepreneurship and professional leadership.

She now holds non-executive roles, including at SCOR UK and Asta. She is also a charity trustee, a member of the WCI Court and the current Chair of the iNED Committee.

Her prior executive career included being CEO of the CII, co-founding and scaling the MGA business at Oxygen) at the same time helping to establish the Managing General Agents Association. She also held various senior roles at Hiscox, finishing as one of the first female MDs of a UK Insurance company.

She is an Oxford graduate with an Executive MBA from Harvard Business School.

The WCI today: education, networking and social dimensions

The Company has many elements, offering the opportunity for involvement in a wide range of professional, educational, networking and social activities.

In this issue, we look at two of those, our most recent working group and the long established golfing society.

Harnessing the entrepreneurial spirit

First, the WCI Entrepreneurship & Innovation Working Group. Convener Patrick Oldoni answers the key questions about the group's role and aspirations.

What gap was the Entrepreneurship & Innovation Working Group created to fill?

The gap was not a shortage of ideas or innovation initiatives in the insurance market. It was the absence, within WCI, of a single, sustained forum that brought entrepreneurship and innovation together and connected them to the Company's membership, the wider market and the City's livery network.

Its remit deliberately includes members and non-members because useful innovation rarely develops within one organisation or one professional discipline. It often sits at the intersection of underwriting, broking, technology, data, capital, governance and customer need.

WCI is well placed to act as a trusted convenor. It brings together experienced market practitioners, entrepreneurs, non-executive directors, technologists and other professional communities without needing to promote a particular commercial solution.

The intention is not to duplicate Lloyd's Lab, market associations or the work of other livery companies. It is to connect those capabilities, co-ordinate WCI's engagement and use the Company's network to turn discussion into useful activity.

How can WCI help support entrepreneurship and innovation in insurance, and why is that role increasingly important in today's market?

WCI's most valuable contribution is its combination of convening power, market experience and trusted relationships. Our role is to create informed access: helping entrepreneurs understand the commercial, operational and governance realities of insurance, and helping established practitioners assess emerging technologies, products and business models in a practical way.

That role becomes more important when growth is harder to achieve through market conditions alone. Our 2026 theme, "Growth in a Soft Market", reflects the need for insurers and intermediaries to compete through product relevance, distribution, disciplined execution, operational efficiency and better responses to emerging or under-served risks. Innovation is valuable only when it improves one or more of those outcomes.

The programme therefore combines education with application. It includes AI and AI governance, parametric insurance, new product development and support for insurance entrepreneurs, including those considering the MGA route. We are also using WCI's wider structure—such as iNED, iWIN, iENGAGE and the Sustainability Working Group—and relationships with the Worshipful Companies of Entrepreneurs and Information Technologists to bring the right specialist perspectives into each subject.

How are the Working Group's events and activities helping turn innovation into something practical and relevant?

The events are designed around practical questions and outputs rather than innovation in the abstract. For AI, the programme combines regular updates and applied "Lunch and Learn" sessions with work on governance and the sustainable and ethical adoption of AI. For parametric insurance, the focus is on comparing parametric and indemnity approaches and examining where parametric structures may genuinely solve a customer problem. The new-product-development strand is intended to produce WCI guidance and best practice, not simply another panel discussion.

The entrepreneurship programme is similarly applied. The proposed MGA series addresses the issues that commonly determine whether a new venture is viable: business discipline, raising capital, securing capacity and choosing partners. "Life after the Lab" is intended to explore how WCI and its network might support Lloyd's Lab participants

after the formal cohort period, when the harder work of adoption, commercialisation and scaling often begins. The Female Funders collaboration with iWIN adds a distinct funding and inclusion perspective.

What are your ambitions for the Working Group, both within WCI and in its wider impact on the insurance market?

Within WCI, the ambition is to make entrepreneurship and innovation a recognised and durable part of the Company's work, rather than an occasional theme.

Beyond WCI, the ambition is to become a trusted bridge between entrepreneurial energy and established insurance-market capability. We do not need to compete with accelerators, market bodies or existing innovation programmes. Our value is in complementing them: connecting founders and innovators to experienced market people, linking WCI into external initiatives and helping sustain support beyond a single event or programme.

Fellowship on the green

One of the most active parts of the Company is its golfing society, commonly known as WIGS, and it gives members the opportunity to socialise on and off the golf course. Secretary Bill Bower explains its role.

Why was WIGS established, and what role does it play within the Company?

WIGS was set up in 1996 to give established golfers within the WCI membership the opportunity to play together and compete against other Livery Companies. Since then, it has become an important part of the Company's wider fellowship, bringing members together through golf, competition and conversation.

What sort of events and fixtures does WIGS take part in?

WIGS participates in a wide range of events across the season, including member meetings and matches against the Brokers, Lloyd's, the Actuaries and the Lutine Society. We also take part in individual Livery golf competitions organised by other Companies, including the Horners and Distillers. These fixtures are played at excellent golf courses across the Home Counties and are always followed by lunch in the clubhouse, which provides a valuable opportunity for fellowship, conversation and building relationships across the insurance world.

How does WIGS represent WCI in wider Livery golf competitions?

One of the highlights of the WIGS calendar is representing the Company in the Prince Arthur Trophy, the illustrious Livery golf competition held each year at Walton Heath Golf Club. The competition is played over 36 holes and has enjoyed royal patronage. It will celebrate its centenary next year, which underlines its prestige within the Livery movement. In WIGS' relatively short history, we are proud to have won the event twice, in 2007 and 2021.

Who can get involved with WIGS, and what sort of golfers are you looking to attract?

WIGS currently has around 60 members, with handicaps ranging from scratch to 30. We are always keen to welcome established golfers — both ladies and gentlemen — who would like to play Livery golf and become part of the society.

The season runs from May to October, and anyone joining can be assured of a very warm welcome throughout the year.

If you are an established golfer and would like to enjoy competitive golf, excellent courses and good fellowship WIGS would be delighted to hear from you. It is a friendly and active society, and new members are always welcome.



Patrick Oldoni



Will Bower



Obituaries | Requiescant in Pace

The Worshipful Company of Insurers records with sadness the deaths of the following Liverymen during the last year. Their fellowship and contribution to the life of the Company will be warmly remembered, and we extend our heartfelt condolences to their families, friends and colleagues.

Terry Masters

Liveryman since 2011. Always a true gentleman, fine professional and convivial golf partner. A great friend of the RNLI. Past Master of the WCI (2018-19).

Peter Davidson

Liveryman since 1991. He was a true gent and great company. He is remembered with great fondness and respect.

Elvin Patrick

Liveryman since 1987. Former Lloyd's deputy chairman and titan of the industry. A friend to many in the Livery, he is remembered with utmost gratitude and respect.

Derek Stapleton

Liveryman since 1981. He joined the Company April 1981, making him one of our longest standing members. Deeply missed and remembered with gratitude and respect.

Charles Catt

Liveryman since 1996. Always remembered with gratitude and respect. He give a lifetime of service and was a great friend to many in the Livery, always working to bring people together.

Paul Hosking

Liveryman since 2004. He was a highly respected and valued member as well as being an excellent golfer, fierce competitor and friend to all those that were fortunate to share time with on the course. A member of WIGS for 18 years.

Terry Hayday

Liveryman since 2008. A man of Lloyd's, a true friend to many and city of London gentleman. Founding chair of the iNED Committee.

David Bland

Liveryman since 1990. Deeply missed. He successfully took Insurance Education through the CII into a new era and won support for these major changes through intellectual rigour and always admirable clarity.
Past Master of the WCI (2006-07).

Michael Van der Straaten

Liveryman since 2018. A leader who was a prominent advocate of underwriting discipline and operational efficiency. He is fondly remembered with great respect.

New Members

Aki Hussain
Andrew House
Arun Kumar Chaubney
Beadie Navaraj
Callum Beaton
Carmen Powell
Chris Jones
Dan Broome
Debbie Olatokum
Diane Maxwell
Edward Richardson
Emma Rogerson-Cleave
Fabio Zurla
Fiona Merton
Holly Shepherd
James Stevenson
Julie Peggs
Julien Masselot
Karen Allen JP
Kirsten Duffield
Lesley Cole
Maisie Gallagher
Martina Oversluijs-Fagiasi
Michael Dryden
Nerina Wright
Patrick Tiernan
Paul Clark
Philip Smart
Rachel Conran
Rebekah Ratliff
Royston Deitch
Sean Hanafin
Toby Geyman

Did you know?

Some fascinating facts about the City of London and its Livery Companies.
A round-up by Paul Youden-Smith of some key facts and figures.

How many companies and what do they represent?

There are currently 113 Livery Companies in the City of London. These range, in order of precedence from The Worshipful Company of Mercers, first in order precedence, to The Worshipful Company of Communicators who are one hundred and thirteenth. Our Livery stands ninety second.

Some Liveries have held their Charters for many hundreds of years. The Worshipful Company of Weavers was founded in 1130 and received its first Royal Charter from King Henry II in 1155, the first to do so.

Our own Company is clear in the industry or trade it supports. However, due to the long tradition of the Liveries there are many Companies whose name reflects the changing business face of the City. Here are a few examples:

The Worshipful Company of Cordwainers - Shoe Makers - derived from their use of cordovan leather from Spain.
The Worshipful Company of Paviors - Paving
The Worshipful Company of Broderers - Embroidery
The Worshipful Company of Fletchers - Arrowmaking

At Sixes and Sevens

While we are 92nd in precedence not all positions are clearly delineated. Positions six and seven are disputed between the Merchant Taylors and the Skinners companies which were both were incorporated under royal charter in 1327 and have never been able to agree on which one got their charter first.

In a ruling in 1515 it was agreed that the companies would alternate the numbers six and seven. The Merchant Taylors are normally sixth in the order of precedence in odd numbered years, and at seven in even numbered years; this exchange takes place each year at Easter and members of each company dine in each other's halls.

This gave rise to the phrase "at sixes and sevens".

A continuous contract?

The Mercers' Company are the only Livery Company today to have a private Chapel in their Hall. The reason for that dates back to 1542.

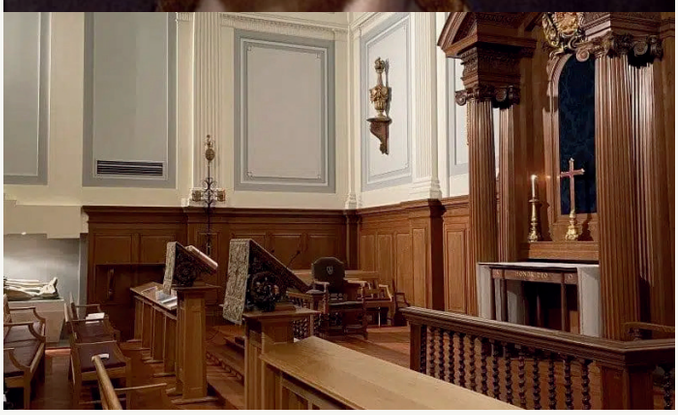
Originally the Mercers' Company held meetings in rented rooms within the Hospital of St Thomas of Acon, founded in the 1220's at the birthplace of the saint. Eventually the Company negotiated to purchase part of the site from the Hospital, in Cheapside where Mercers' homes and businesses were located. They built their own Chapel which was consecrated in 1524.

After the dissolution of the monasteries in the reign of Henry VIII, this gave the Mercers' Company the opportunity to buy all the Hospital buildings in 1542, which had been surrendered to the crown in 1538.

In Henry VIII's Letters Patent agreeing to sell the Hospital site to the Company, one of the conditions of the sale was that the Mercers maintain a church on the site. He required that the Mercers' paid for a priest to say sermons in their chapel 'for ever'.

The hall and chapel have been rebuilt twice, once after the Great Fire of London and again after the buildings were destroyed in the Blitz in May 1941.





From Founder to Sheriff

Tim Levene on Leadership, the City and what comes next.

In order to become Lord Mayor, one must be an Aldermanic Sheriff first.
The Sheriffs support the Mayor and they also look after the Judges at the Old Bailey and make sure that the court's business runs smoothly.

They are elected each year on Midsummer's day by the City livery companies. One must be an Alderman and both Sheriffs need to be members of a livery company. Their tenure is one year and runs from September to September.

The Sheriffs for 2026-27 are Alderman Prem Goyal CBE and Alderman The Hon. Tim Levene.

Liveryman Chris Digby sat down with Tim Levene to discuss his career, leadership and his forthcoming role as Sheriff of the City of London.

Career journey: You've had a highly successful career. What have been the defining moments or decisions that have shaped your journey so far?

I have never been very good at standing still. After reading Russian at the University of Manchester, I joined Bain & Company, who sent me to Moscow, Boston and Sydney. It was a wonderful apprenticeship, but I always knew I wanted to build things rather than advise on them. In 1998 I took the plunge, building Crussh, one of the country's first fresh juice and health food chains, with shops dotted across the City.

The defining decision came a year later, when I joined the founding team of Flutter.com. We set out to disrupt a rather staid and traditional betting industry and, after merging with Betfair, helped create one of the UK's earliest tech success stories.

Founding Augmentum, with the early support of Lord Rothschild and RIT Capital, was the moment it all came together. In 2018 we listed Augmentum Fintech on the London Stock Exchange, becoming the UK's first publicly quoted fintech investment company.

Priorities for the City: What are your key priorities, and how can WCI members support them?

My central conviction is that the City must continue to lead not only in finance but also in technology and applied innovation. With artificial intelligence reshaping our industries, the Square Mile must speak the language of the future as fluently as it has always spoken the language of finance.

The Worshipful Company of Insurers has a vital role to play here. No profession understands risk and resilience better than the insurance market. I would encourage members to bring that expertise to the City's evolving technology and justice agenda, and to support mentoring, skills development and the next generation coming through.

Members of the Worshipful Company of Insurers are entitled to attend and vote in the election of sheriffs. Look out for details in the events section of the website.

Lessons and perspective: What's one lesson that has stayed with you and still influences how you approach things today?

If I had to pick just one, it is this: it is always about the people. I have spent more than twenty-five years backing founders, and the lesson that proves true every time is that you invest in the team long before you invest in the idea. Markets move, products change, but a brilliant and resilient team will always find a way through.

Election as Sheriff: What does taking on the role of Sheriff of the City of London mean to you?

It means a great deal to me, much of that being deeply personal. The City has been part of my family's story for two generations. My father served as both Sheriff and Lord Mayor, and instilled in me that civic service is not inherited, it is earned. [His father was Lord Levene of Portsoken, who was Lord Mayor in 1998-99]

I first walked into the Great Hall at the age of nine. To return all these years later to accept the office of Sheriff is genuinely humbling. For me, the role is about service: supporting the Lady Mayor, working alongside the judiciary at the Old Bailey, and championing the City at home and internationally.

