



#### PLEASE NOTE

Please read the PC Handbook and the relevant Competency Framework for the PC(s) which you are applying for before completing this section.

Under each of the competencies, you should provide full details to explain how you meet each of the competencies set out in the relevant Competency Framework(s).

If you are applying for more than one PC, please ensure you provide full information relevant to each PC type by indicating which PC the information relates to.

This section of your application will be shared with the Practising Certificates Committee. It would therefore be helpful if you could try to avoid providing details that could allow you, your employer or the entity/syndicate/scheme you are describing to be identified.

I would like the opportunity to discuss this section of my application with the IFoA No

I have provided a reference or supportive statement from another PC Holder (optional) No

**Please explain how you meet each competency.**

**To support the information included, please provide at least one specific example of where you have demonstrated each competency.**

### 3.1 Communication

I have worked in various General Insurance roles over the last 10 years, including working as Head of Reserving for three years from 2016 to 2019.

Throughout this period I projected reserves or reviewed projections and therefore held discussions with the syndicate's finance, claims and underwriting teams to inform my projections, I then prepared and presented various reports and recommendations to the Board.

Since 2019, I have had responsibility for overseeing the Pricing and Catastrophe Management teams for a medium-sized insurer. This has included presenting on these topics to the Board and relevant Committees.

The Boards I have presented to have included non-actuaries, I therefore had to ensure the advice I provided was clear and focussed on the key issues, including being accessible to technical and non-technical stakeholders. As part of this I have ensured that the papers produced included a clear executive summary to ensure they were understandable for all relevant stakeholders.

When presenting technical papers to Boards, I always take the time to make sure the key issues were understood and to answer questions and challenges to ensure clarity I have also ensured that the Board members understood the risks and uncertainties involved in the advice that I am providing, as well as any expert judgements made.

With input from the team, I draft the Actuarial Function Report on the appropriateness of the Underwriting Policy for review and sign off by the Chief Actuary. As well as providing an executive summary, I also provide a detailed description of the considerations made in the appendix such that these could be used as further background for Board members. I have supported the Chief Actuary in presenting the reports to the Board and answering any questions or challenges. Over the last year I was challenged by a member of the Board on my recommendations. As part of my preparation for the Board meeting, I had already consulted other experts to support my recommendations and was able to provide this further information to provide comfort to the Board. My recommendations were then accepted.

### 3.2 Leadership/Accountability

In 2019 I set up the Pricing function for the Syndicate and I have overseen the pricing team since then, which covers all aspects of pricing from reviewing individual risks to the creation of pricing models to be used by underwriters.

I have also overseen the Catastrophe Management team for the same period and have overall responsibility for reporting on aggregations relative to Risk Appetite and the suitability of the external models used in this analysis.

I therefore have overall accountability for both areas and regularly attend Board and Committee meetings to advise on actuarial matters, responding to any questions or challenges. I am therefore seen as a trusted advisor and have been able to build strong relationships with the members of the Board and Committees over the last three years.

I request annual feedback from all key stakeholders, which has helped to measure my effectiveness as a trusted adviser and provides an opportunity for constructive feedback, which I can then incorporate going forward.

I also encourage team members to build relationships with the relevant stakeholders and often a member of my teams will assist me in presenting to the Boards and Committees. This allows colleagues to develop and ensures stakeholders have alternative contacts within the teams.

In my previous role as Head of Reserving, I led the project team carrying out the quarterly reserving exercise and I was personally responsible for the delivery of the advice. This included various classes of business written worldwide, including Property Catastrophe Treaty (written on Excess and Proportional bases), Property D&F, Professional Indemnity for large commercial forms and Marine & Aviation (written on a direct basis). I was responsible for:

- Selecting and overseeing the application of actuarial methods to calculate reserves
- Applying the Lloyd's Valuation of Liabilities Rules to the assessment of Syndicate's reserve requirements, including using appropriate bases for the Syndicate's US Trust Funds
- Applying the Solvency II rules for the assessment of Technical Provisions, including the estimation of cashflows and the use of discounting
- Proving reserves on both conservative and Best Estimate bases
- In all cases taking into account reserves for both credit risk and future expense

This work also included reviewing claim projections carried out by my team and challenging their assumptions, including the judgements used. There were two more recent occasions where I was required to use my own expert knowledge of the business involved and make changes to the assumptions made by the team. When making those changes, I took the time to explain the reason for making the changes so that the team had a clear understanding of why the changes had been made and they were then able to use and demonstrate this knowledge and experience in later exercises.

### 3.3 Professionalism

For the last three years I have peer-reviewed the Actuarial Function Report providing an independent opinion on the adequacy of the Syndicate's Reinsurance Arrangements. My peer reviews included reviewing capital model output relating to the reinsurance programme and ensuring that the appropriate checks on the modelling were completed. This includes challenging the work done and making recommendations for improvements. As part of this work, I was responsible for reviewing:

- The reinsurance programme relative to risk appetite
- The performance of the reinsurance programme under various stress scenarios
- An assessment of Credit risk and risk concentration
- A review of alternative structures
- The reinsurance programme's contribution to meeting the Syndicate's ROE targets
- The methods adopted for pricing outwards reinsurance

For each of the last three years, I have provided an independent opinion on the adequacy of the Syndicate's Reinsurance Arrangements. I also recommended improvements on the reporting within the AFR for year-end 2021. After discussing with the Chief Actuary and providing an explanation for my proposals, my recommendations were accepted before the AFR was submitted to Lloyd's.

In addition, there has been one occasion over the last year where there was a difference in opinion at Board level in respect of recommendations I had proposed. I considered the issue from the different perspectives raised and there was a long discussion in relation to this point. However, in the end, and after taking all the information into consideration, I was able to justify how expert judgement was exercised in arriving at the conclusion that I had recommended and this was accepted.

In addition, I reviewed the most material capital model parameters impacting this analysis and the pricing analysis of the main towers of the syndicate's programme.

As mentioned at 3.2, I have overall accountability for the pricing and Catastrophe Management teams and respond to any questions or challenges from the Board and Committees. As part of this process, I have, on occasion, reconsidered my own opinion where it is justified to do so and where I am satisfied that my concerns have been mitigated.

Through membership of various Committees, I regularly challenge proposals from other areas of the business and ensure I proactively share my views on the topics.

### 3.4 Knowledge, awareness and understanding

As mentioned at 3.1, I have many years of experience working in the General Insurance industry in a range of roles.

As much of my work has been in the Lloyd's market, I require a detailed understanding of the Lloyd's Valuation of Liabilities rules. I am also a member of CALM and through this keep up to date with developments from the regulator. This has helped me gain an understanding of expectations and helped me to understand the key areas of focus in each year.

In drafting the Actuarial Function Report on the appropriateness of the Underwriting Policy, I am required to consider external factors that have affected the Syndicate, including the impact of socio-economic and legislative trends. This therefore requires that I am fully alert to external factors relevant to the development of the business.

Due to the many market wide uncertainties that have affected the Syndicate over recent years, I have had to ensure that I understand the impact those have on the business, as well as consider how to prepare better for these types of uncertainties going forward.

Through previous roles and my current role where I am responsible for the pricing team, I have built up a solid understanding of the key products sold in the UK market, this has been maintained through overseeing the Pricing Function and membership of pricing committees.

Through CPD, regular interaction with consultants and reinsurers, work on the ORSA, participation in discussion on regulatory developments with internal experts and membership of various Committees, I keep fully aware of material developments on the risks affecting the Syndicate and how they may develop. I regularly lead discussion at the Risk Committee on actuarial topics.

Over the last year, I have given particular consideration to the increased inflation environment, ensuring the risks involved are incorporated into my report and highlighting this to the Board when presenting alongside the Chief Actuary. As part of my presentation, I produced some new exhibits which showed the impact of sensitivity testing inflation assumptions such that the uncertainty and the impact of these were understood. I also provided a detailed description of the methodology and considerations made in the appendix such that these could be used as further background for committee members. I responded to questions in the meeting, including on why inflation assumptions had not been set equal to UK CPI for all classes and was able to show the impact of this.

### 3.5 Technical skills

My recent roles have allowed me to build my knowledge in a number of the technical areas. As well as the examples provided, this has also included the following:

As mentioned, I have overall responsibility for the pricing team, which includes providing benchmark pricing data to the board and reporting it to Lloyd's via the PMD; reviewing inflation assumptions to be used across the actuarial team; and writing and maintaining the pricing policy, which lists the methods to be used for risk pricing and a checklist of items to be considered. The team is also responsible for building pricing models, with regular review and re-calibration to business plan loss ratios using emerging experience from reserving exercise.

I am also responsible for a number of areas relating to capital requirements. I have provided the parameters to the capital model for risks relating to future underwriting and periods of exposure, including both attritional and large losses and also Catastrophe risk. I have also reviewed the capital team's work on the derivation of correlation factors to use in the dependency module linking the behaviour of different classes of business. In addition, I reviewed the capital model output relating to the reinsurance programme, which involved ensuring that the appropriate checks on the modelling had been completed and reviewing the model output for sense.

My roles have also involved reporting to the Board on the following:

- the adequacy of pricing relative to the Syndicate's business plan and long-term targets, and also on the degree of use of pricing models across the business.;
- Reserving Risk relative to risk appetite
- the adequacy of the data used for assessing Technical Provisions; and
- the adequacy of pricing relative to the Syndicate's business plan and long-term targets, and also on the degree of use of pricing models across the business.

I have been involved in reviewing the output for the ORSA scenarios/stresses. I carried out a detailed review of the work undertaken and liaised with the CRO to ensure this addressed actions and observations from the previous year's ORSA. I then presented the output to the CRO as part of the peer review process. I liaised with senior management in the risk team who ultimately used the results in the ORSA report before submitting to Lloyd's and the PRA.