## Developmental pathways for Non-Executive Directors

Non-Executive Directors (NEDs) play a key role in the corporate world. However, the insurance industry is completely different to all other sectors and NEDs new to the industry, or unfamiliar with specific markets, products or roles often require a little support. Our focused workshops will help your NEDS make a stronger contribution to your business by enhancing their confidence and understanding around the commercial concepts and principles in your business and the wider industry. Our structured approach is comprised of two possible routes, both carefully aligned to build on the level of experience of your NEDs.

The workshop explores the similarities and differences between placing business in the London and the Lloyd's Markets, including For NEDs new to the insurance industry, our **Commercial** business models and reporting conventions, identifying those **Acumen** workshops explore the commercial concepts and areas where NEDs can challenge and review The workshop identifies principles necessary for directors new to the industry, but who the measures used to may be previously familiar with the finance, corporate or analyse and assess insurance results, and business sectors in a leadership role • The workshops Understanding how those measures link **Exploring** follow a structured developmental pathway over five the London between profitability and the Planning short sessions • The ambition is to build confidence business strategy within a market and and Oversight value creation framework in specific language and product skills, articulating Lloyd's process within Reporting the roles, functions, and solutions that insurance Lloyd's risk in an companies provide, and building on NEDs Modelling The workshop explores the insurance wider commercial skillset capital setting, business risk and business planning, and oversight performance regime for businesses Measuring operating in the Llovd's market and the role that a and managing NED plays within this regime risk as an insured and as an insurer For those in their early careers as a NED and familiar with insurance, our **Commercial Insights** workshops explore the The workshop explores the oversight and regulatory regimes operating within the Lloyd's language and measurement of risk, and where risk approaches and London markets • The workshops build on both previous The workshop explores and solutions can be seen in how an insurer delivers NED experience and/or for those who have completed the the performance profile for a performance, how that 'Commercial Acumen' pathway • The workshops combine business - insurer and insured performance is measured, experience and expert insights, building confidence on those and the implications for operating performance and areas where a NED can challenge the operations or strategic strategic ambition of the ambitions of their insurance business insurer as a result



