

Insurance and more perfect information: transforming approaches to risk

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Insurers have always sought to use information to sharpen underwriting and claims management. Today, aided by technologies like blockchain, sensors embedded in Internet of Things (IoT) devices, and low-cost genetic sequencing, insurers have access to vastly more information, allowing them to analyze, price, and manage risk with much greater precision. *See Appendix A, on page 11, for a description of new technologies that are having an impact on the industry.* Moreover, a new range of information is becoming available to insurance customers, both individuals and organizations, and many will use it when deciding whether to purchase coverage.

All of this is changing both insurers' and insureds' relationships to risk. While richer information will never entirely eliminate uncertainty or risk, it can reduce both, significantly changing the nature of a business that has for hundreds of years focused on managing uncertainty and pooling risk. Shrinking risk pools, micro-segmentation, and adverse selection brought about by more perfect information have the potential to dramatically transform the insurance landscape. One executive said, *"If risk is gone, the fundamental insurance service of risk pooling is gone."* IGLN participants have raised the possibility that shrinking risk pools could lead to declining revenue and pull capital out of the insurance industry. On the other hand, better information could permit insurers to cover risks that had previously been uninsurable. In addition, higher-quality information creates possibilities for insurers to prevent and mitigate risks, complementing their traditional role of covering losses and paying claims.

Participants in recent IGLN meetings in New York and London, as well as dozens of pre-meeting conversations, observed several broad implications stemming from the widespread availability of information. *See Appendix B, on page 14, for a list of participants.* This *ViewPoints* synthesizes key insights emerging from these meetings and related discussions and centers on three themes:

- More granular, detailed, and precise information is changing how insurers assess and price risks.

"If risk is gone, the fundamental insurance service of risk pooling is gone."

—Executive

- Better information is pushing the industry beyond covering losses and toward risk mitigation and loss prevention.
- Insurers have new imperatives for competing in a world of more perfect information.

More granular, detailed, and precise information is changing how the industry assesses risks

As the CEO of one insurance technology start-up recently put it, “Life and its risk is being ever more precisely measured. In the past, for example, you might use a postcode to give you an indication of risk. Now it is being measured in feet and inches.”¹ More precise risk measurement from genetics, telematics, and other data sources, along with the ability to more precisely evaluate the risk profiles of potential insureds, has a range of implications for the way insurers and insureds approach risk.

Micro-segmentation, adverse selection, and shrinking risk pools

As more information becomes widely available, some insurance markets will face shrinking risk pools, increasing adverse selection, and potentially declining premium revenue due to the ability of insurers to segment insureds into progressively smaller and more discrete pools. While the dynamic is clear, questions remain: How pervasive will these effects be? How will companies adapt to them?

“We will end up with pools, but smaller pools that are going to be rationally priced.”

—Participant

IGLN participants recognized the potential of shrinking risk pools, but differed on the extent of their impact, acknowledging that different insurance markets would be affected in different ways. At the extreme end, risk could go away, eliminating the need for insurance. One executive said, “For certain types of risk, as data gets more prevalent, there will be no insurance left, because risk is gone.” Another participant expressed skepticism: “I’m not sure what the markets are that will remove uncertainty. At least not to the point where you affect pooling.” One participant amplified this point, stating that because the algorithms underpinning autonomous vehicles may malfunction or contain errors, self-driving cars could shrink—but not eliminate—risk.

In sum, participants suggested that although event risk could conceptually disappear, the more likely outcome would be that event risk categories will shrink or be more precisely defined and narrowly segmented. In the words of one participant, “We will end up with pools, but smaller pools that are going to be rationally priced.”

As more precise segmentation enables risk pools to be more tightly focused, society may end up with a situation in which those who need insurance

protection the most will not be able to afford it. One participant said, *“If you get information that sends a strong signal, you end up with the dynamic that only good risks get insurance and bad risks can only get coverage at a very high price. That happened with flood.”*

Stakeholders throughout the industry are acutely aware that access to better information, particularly genetic data about individuals, could lead to the creation of uninsurable groups. In the United Kingdom, for example, the Financial Conduct Authority in late 2016 concluded, “There is the potential for Big Data to increase risk segmentation and consequently lead to consumers with higher risks being unable to obtain affordable insurance.” While stressing that such concerns had not yet materialized, the regulator said it “would remain alert to the potential exclusion of higher risk customers.”²

Correspondingly, a situation in which only those who know that their risk is high seek insurance could lead to distorted risk pools and result in the withdrawal of insurance coverage. A Harvard University study recently found that people who discovered they had a genetic mutation that results in increased risk of Alzheimer’s were five times more likely to buy long-term care insurance than those without such information.³

“What are the risks that we are going to be able to insure because we understand them better?”

—Participant

Concerns about the possibility of discrimination by insurers have led regulators in France and Germany to effectively ban direct-to-consumer genetic testing.⁴ Earlier this year, the US Federal Trade Commission cautioned consumers that home DNA testing kits can reveal much more than an individual’s ancestry. While US law prohibits health insurers from asking about an individual’s genetic data, life insurers can lawfully ask customers if they have ever taken a DNA test and ask for the results. Insurers could deny coverage if the customer refuses to make the results available. As a result, the California State Insurance Commissioner recently warned consumers “to think carefully about whether they want to take these tests. It will not impact their health insurance under current law, but it could impact their life insurance.”⁵

Yet, one IGLN participant warned, *“If genetic testing becomes really predictive and the regulator says you can’t share it, only sick people will get insurance, and insurers will withdraw from the market. We have to be careful; regulators are trying to protect the consumer, but they could destroy the insurance market.”* These situations create what one participant called a *“social welfare problem”* that falls to government to resolve. Another participant remarked, *“It’s a real question how many markets will go that way as more reliable information about people’s risk becomes public.”*

Insuring new risks

While participants were concerned about shrinking risk pools and adverse selection, they also pointed out that big data can open new lines of insurance and expand the overall insurance market by allowing insurers to cover risks that were previously uninsurable. One participant posed the question: *“What are the risks that we are going to be able to insure because we understand them better? There are things we don’t insure now because we can’t understand or quantify the risk. For example, supply chains—we haven’t been able to share how you get stuff and when it is coming to you. There is the potential for insurance coverage for things that would benefit society when you solve them.”*

“Every dollar not covered by insurance protection costs taxpayers five times that amount. Better information could give clarity that could enable us to close the protection gap and solve a societal problem.”

—Participant

Another participant said, *“We know the vast majority of risks are not insured. Big data will allow you to use new data and new talent to open up new risks and new business models.”* One example is the use of genetic data to identify risk more precisely. *“You would have been excluded under the old regime if you had a family history of breast cancer. Now, even if you do, you can take the test for the BRCA gene mutation [which is associated with dramatically increased risk of breast cancer] and say with confidence that you don’t have the gene. Some become insurable who weren’t insurable because of that information.”*

Information can also increase coverage by enabling risk mitigation. For example, one participant said, *“Take the 40% of Americans who are prediabetic; they could stay insured if they do the right things. Precise measurements of health can help manage the disease—not just fitness watches, but iris-scanning and facial recognition.”*

Another example could be in flood insurance, which has “long been considered an untouchable risk by private insurers because they did not have a reliable way of measuring flood risk.”⁶ As a result, flood risk has been substantially underinsured, and in some cases, governments have been forced to insure flood-prone areas. For example, half of small businesses in high-risk areas in the United Kingdom lack flood coverage,⁷ and between 70% and 80% of homes flooded in Hurricane Harvey in Texas in August 2017 did not have flood insurance.⁸ Improved modeling made available through more granular data and increased computing power are enabling risk modeling firms to better predict risk, giving insurers increasing comfort in underwriting flood risk.⁹

The ability to insure new kinds of risks, in addition to opening up new opportunities for insurers, creates important social benefits by closing protection gaps. One participant noted, *“Every dollar not covered by*

insurance protection costs taxpayers five times that amount. Better information could give clarity that could enable us to close the protection gap and solve a societal problem. We need to help educate government on this.”

Blockchain

Blockchain may be overhyped, but most IGLN participants agreed that it represents a significant development. *For a description of the basics of blockchain technology, see Appendix A, on page 11.* Participants were clear that blockchain could bring substantial benefits to the insurance sector, particularly in inefficient markets, with efficiencies that could disrupt the entire process of underwriting risk and settling claims. Complicated, syndicated markets—such as maritime insurance—would benefit from blockchain’s distributed ledger by giving the many parties involved shared access to real-time information. And blockchain-enabled smart contracts, which execute automatically when an agreed-upon event takes place, could dramatically reduce settlement times and costs.

Other participants pointed to changes more fundamental than efficiency gains. They suggested that blockchain could change the shape of the industry through disintermediation, greater precision and customization in risk pricing due to greater transparency, and the ability for new players to enter the market. There was a lively debate on whether blockchain should be exploited by established insurers to gain a competitive edge rather than used merely as a tool to improve industry coordination. One participant said, ***“Insurers are missing the gains of first-mover advantage because they are forming consortia rather than going on their own.”*** Others countered that collaborative models are crucial and could result in increased efficiency and new business models across the industry.

Participants warned that organizations should be wary of adopting a blockchain solution without a clear understanding of its specific business benefits or the problems it is aimed at solving. Notably, any attempt to apply blockchain should prompt a redesign of inefficient processes, since simply ***“digitizing bad processes”*** would only add costs.

Blockchain

Participants noted several additional benefits to using the technology, such as improved certainty around specific risks underwritten, clarity around triggering events, and fraud reduction. At the same time, there are impediments to the widespread deployment of blockchain. For example, some questions about its security remain. More importantly, the multiple data models and formats that exist within the insurance ecosystem—and even within a single large company—need to be harmonized before a blockchain can be deployed. Other challenges include the overall lack of maturity of the technology, regulatory compliance issues, and difficulty in integrating with legacy systems.

Information is pushing the industry beyond covering losses and toward risk mitigation and loss prevention

More perfect information, whether derived from IoT sensor data, fitness trackers, or genetic testing, could allow insurers not only to more precisely price risk at the front end of an insurance contract, but also allow both insurers and insureds to better manage and reduce risk during the life of a contract. When superior information allows insurers to better predict and anticipate an insured event, insurance companies can become active partners in helping their clients monitor, avoid, and mitigate risks.

This evolution creates possibilities for new types of insurance products and potential new business models. A recent EY survey of the impact of sensor data on the industry concluded, “The days of selling ‘just insurance’ may be numbered. Some disruptors will be well positioned to promote healthier, more secure, and safer living through the use of sensor technology, rather than just contracts protecting personal finances from ill fortune.”¹⁰

In this new environment, awareness of diseases linked to genetic conditions that are highly amenable to preventative action could help individuals act to mitigate their risk. For example, *“If someone finds out they have a genetic predisposition for cancer,”* said one participant, *“they will probably also go to the doctor more often, and get detected earlier than someone who thinks they won’t get cancer, who will wait until it’s too late.”*

Similarly, analysis of data generated by sensors in IoT devices, whether home equipment or industrial machines, can reveal patterns that indicate imminent

failure, allowing a jet engine or a piece of industrial equipment to be taken offline, potentially preventing both property and casualty losses as well as losses from business interruption. One participant gave an example: *“In home insurance, is the company better off paying somebody who has a water pipe break or having something installed that can predict a water pipe breaking? Insurance becomes more about prevention.”* Another participant cited the example of a \$2 million loss suffered by an insurer due to a water leak that *“would have been prevented with a \$5,000 smart fridge”* that could have detected the leak at an early stage.

Fewer losses and claims resulting from enhanced data analysis could result in reduced premiums, potentially shrinking insurers’ revenue. One industry observer said that as a result of the IoT, *“Over the long term what we’ll see is a shift in insurance premiums. You see risks going down in areas where sensor technology can make a difference and help to reduce risk and reduce premiums.”*¹¹ Combined with the ability to better evaluate risk on the front end, this reduction in claims could lead to a more efficient insurance industry that demands less capital and lower reserve requirements.

On the other hand, the availability of new information could permit insurers’ business models to shift from covering losses to becoming partners in preventing risks or mitigating their impact. One participant said, *“This can be a new era of value for services that insurance companies provide, helping people to prevent risks, to be safer and healthier—a new view of insurance.”* This could be a more attractive model for insurance, which has often been seen as a nuisance purchase. One participant said, *“People don’t want to think about it. They have to be driven to buy it. Prevention becomes a more compelling story.”*

“This can be a new era of value for services that insurance companies provide, helping people to prevent risks, to be safer and healthier—a new view of insurance.”

—Participant

Insurers have new imperatives for competing in a world of more perfect information

Playing a greater role in managing and mitigating risk requires non-traditional forms of expertise. One participant noted that moving away from loss prevention would require *“a different skillset”* and possibly bring about *“a restructuring of the industry, bringing in unknown and new approaches to the business.”* Another participant said, *“The most successful commercial insurer is Factory Mutual. If you talk to them, they are not an insurance company—they are an engineering firm. They will crawl all over a building, and you have to do what they say or they won’t insure you.”*

One potential implication for industry structure is that firms in adjacent industries might move into the insurance business—for example, self-driving car manufacturers bundling insurance coverage with their vehicles because

the risk of accidents is so low. In the consumer space, firms are already packaging insurance with smart home technologies and offering home monitoring services that permit the detection and prevention or mitigation of losses. Another example is the potential impact of data and analytics generated by the industrial IoT, as one participant explained: *“Take GE, with its predictive analytics and maintenance. GE knows a lot more about machines than an insurance company, so it’s not far to go for them to say, ‘We will sell you business interruption insurance, which will pay you instantly when it breaks.’ As a buyer, I’m not going to pay a broker to get insurance. I’m going to get it from GE.”*

Many participants suggested that the insurers who win in this environment will have to not only master the information technologies that enable the collection and processing of big data, but also adapt their business models more quickly than in previous years. As risk pools shrink and new ones emerge, coverage and capital may need to move faster. “Agility” may be an overused term, but, according to IGLN participants, it is relevant to the world of insurance. One leader summarized the situation: *“As the information available to insurers and insureds shifts, those who can adapt and figure it out will succeed. Everything has to change on a continual basis.”*

A quicker overall pace could also reduce customer inertia, and sharper risk pricing could lead to lower margins. A few participants suggested that most insurers would need to bring about swift and deep cost reductions. Most agreed with a participant who said, *“We will have to embrace digital transformation.”*

Despite new challenges, participants were generally optimistic about their industry. They pointed out that insurers had gone through centuries of adaptation, and most felt that they would continue to do so. All participants, nonetheless, expect to see new business models in the insurance industries and in sectors adjacent to it.

“As the information available to insurers and insureds shifts, those who can adapt and figure it out will succeed. Everything has to change on a continual basis.”

—Participant

Emerging issues

In a broad-ranging dinner discussion, participants identified emerging issues and risks, ranging from large-scale geopolitical changes to industry-specific concerns. On the geopolitical front, they highlighted populism, nationalism, and increasing balkanization, both along national lines and between elites and non-elites. They also expressed concerns about the macroeconomy, including declining asset prices and the danger of another recession, given that the current recovery is, in the words of one, **“long in the tooth.”** For some, the emergence of China as a geopolitical and economic power looms large, while on a longer horizon, participants pointed to unstable fiscal situations and climate change as serious issues with no clear solution.

Focusing on the industry itself, participants identified cybercrime as a continuing concern, not only because of the direct risk to organizations but also because of the challenge that the industry faces in developing cyber-risk coverage. Participants also pointed to regulatory challenges, including the lack of convergence, but some also noted that regulation sometimes serves as an excuse for lack of innovation that could be more accurately ascribed to complacency or risk aversion.

More generally, they acknowledged that the insurance industry was facing a significant inflection point. One said the issues are **“existential”** and insurers would need to change dramatically to avoid ceding the most profitable parts of the value chain to start-ups. Another participant said, **“There will always be insurance, but it may not be provided by insurance companies.”** In addition, adaptation requires new organizational capabilities, yet such changes can be hindered by legacy systems and costs.

Common to many of these issues were questions of leadership and talent. Participants noted the failure of political leaders to address long-term problems, including climate change and the looming fiscal issues confronting various jurisdictions. For the industry, addressing many of these challenges hinges on finding, training, and retaining the right talent, and participants acknowledged the need for the industry to better position itself to recruit the talent it

Emerging issues

will need in the future. This includes clearly articulating the industry's purpose as a way of overcoming its reputational challenge, which one participant encapsulated by saying, "We need to recruit the best talent and data scientists, but they'd rather go work for Google."

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Appendix A: Technologies promoting better information

Emerging technologies are making more and different information available to both insurers and insureds and making that information easier to manage. Among these technologies are blockchain and the range of sensors embedded in IoT devices. In addition, the declining cost of gene sequencing is making more genetic information available, with significant implications for life and health insurance.

Blockchain

A blockchain is a secure, distributed database that allows for the verification and validation of information without relying on a central authority or an established intermediary like a bank. Rather than being contained in a single centralized location, this database, also called a distributed ledger, is replicated on numerous computers, each of which has a copy of the data. Each new transaction depends on data from preceding transactions, verified by mathematical tests that, in theory, make the ledger indisputable and immutable. Blockchain depends on encryption technology, and only those with access to the proper encryption keys can add information to the ledger or retrieve encrypted data.

All parties have access to the ledger at the same time, which means that all parties have the same information. Some blockchains are open or public, meaning anyone has access to them, and individuals can add data to the ledger anonymously. Others, including most of those deployed by financial services organizations, are private or “permissioned,” meaning only certain parties have access to the ledger, and the identity of those who add data is known.

Sensor data and the IoT

An expanding array of sensor technology is now able to generate and transmit data about everything from an individual’s driving and fitness habits to the conditions inside an individual’s home to the operations of industrial equipment. This data has implications for how insurers assess, price, and monitor risks, and it makes possible new types of insurance products and new business models—for example, dynamically setting premiums in response to asset usage—changing customer behavior and conditions. By late 2016, there were some 5 million usage-based insurance (UBI) policies in place around the world, and EY has estimated that by 2020, UBI policies will capture 15% of the market in Europe, Asia, and the Americas.¹²

Telematics

For a number of years, auto insurers have deployed telematics devices in black-box products through which data about an individual’s driving—including speed, acceleration and braking, mileage, time of day, and, in some cases, road and weather conditions—is transmitted to the insurance carrier. Progressive launched a UBI program in the United States in 2008, and other insurers from around the world, including several companies represented by IGLN participants, followed suit with similar offerings. Although the specifics vary, such products offer discounts or rewards for safe driving and raise renewal premiums (or even withdraw coverage) for unsafe behavior.

Adoption of telematics-based insurance products has been slow, in part because of the high cost of these devices relative to the price of an automotive insurance contract. Newer UBI products from insurers such as Progressive, MetLife, Travelers, and State Farm, rather than relying on a separate device, work by installing an app on the customer's smartphone to take advantage of its GPS, gyroscope, and accelerometer technologies to generate the necessary data. Some apps also attempt to note when a user is texting or talking while driving, using this as an indicator of risky driving. Smartphone apps are far less expensive than telematics devices installed in vehicles, but the data they generate is less accurate.¹³

Wearable fitness devices

The increasing use of wearable fitness devices and the integration of activity-monitoring capabilities into smartwatches is generating another kind of information relevant to insurers. Such devices monitor users' activity levels; based on those activities, insurers can provide premium discounts or other rewards. The use of fitness trackers is most relevant, of course, for health insurance, but life insurers have also begun using the technology. John Hancock, for example, has begun offering a discount of up to 15% on its life insurance premiums and other behavior-based rewards to customers who agree to wear a fitness-tracking device.¹⁴ In the United Kingdom, Vitality offers life insurance products that adjust consumers' premiums based on their levels of activity as measured by fitness devices or smartphone apps.¹⁵

Smart home devices

Insurers are beginning to develop products that encourage homeowners to install smart home-monitoring devices designed to prevent fire, leaks, and break-ins. A start-up called Neos, for example, has begun offering insurance in the United Kingdom bundled with a variety of home sensors—cameras, motion detectors, and fire and leak sensors. Subscribers are able to monitor installed sensors remotely from a smartphone app and receive alerts if an issue emerges. Such sensors, for instance, can detect a leaky pipe and potentially shut the water off before a small leak becomes a flood that would trigger an insurance claim.¹⁶ Whereas telematics devices and fitness trackers reward the insured for positive behaviors that reduce their risk, connected home devices are designed to reduce risk by providing early warnings of potentially damaging events.

The industrial IoT

For the commercial property and casualty insurance market, the industrial IoT has implications similar to those for connected home devices in personal lines. Sensors attached to industrial equipment—such as oil rigs, jet engines, locomotives, and power turbines—generate vast quantities of data that can be analyzed to predict and prevent breakdowns and failures, many of which are insurable events. The US Department of Energy has estimated that predictive maintenance enabled by IoT technology could prevent 70% of equipment breakdowns, some of which are covered losses, whether due to damage, casualties, or business interruption.¹⁷

Although they recognize IoT's significance for their industry, insurers have not yet made great strides in capitalizing on such data. A recent study from EY, for example, found that only 36% of insurers say they can use insights from new sources of data to improve customer value.¹⁸ Another study found that although 70% of insurers think that gathering IoT data is important for their business, only 21% have an IoT strategy in place today.¹⁹

Genetic information

The rapidly declining price of genetic testing and the growing popularity of DNA tests aimed at consumers, such as those offered by Ancestry and 23andMe, is awakening insurers to the possibility of the widespread availability of genomic data. The first human genome cost \$2.7 billion to sequence and took decades to complete; it is now possible to sequence an entire genome in hours for less than \$1,000, and the price continues to fall.²⁰ In addition, the cost for detecting genetic markers for certain diseases and conditions can cost much less. In fact, 23andMe includes testing for the genetic markers of several conditions, including Parkinson's disease, Alzheimer's, and certain types of breast cancer.²¹ The diagnostic precision of genetic tests is still insufficient for many insurance applications, but the precision of the tests, like their costs, continues to improve.

Appendix B: Discussion participants

On June 6 in New York and June 19 in London, Tapestry and EY hosted an IGLN meeting on transforming approaches to risk. In the meeting and in preparation for it, we conducted numerous conversations with directors, executives, regulators, supervisors, and other thought leaders. Insights from these discussions inform this *ViewPoints* and quotes from these discussions appear throughout.

The following individuals participated in these IGLN discussions:

IGLN Participants

- Doug Caldwell, Chief Risk Officer, Transamerica
- Jan Carendi, Senior Advisor to the CEO, Solera Holdings
- Bill Connelly, Supervisory Board Chair, Aegon
- Angela Darlington, Chief Risk Officer, Aviva
- Dante Disparte, CEO, Risk Cooperative
- John Fitzpatrick, Risk and Capital Committee Chair, AIG
- Sheila Hooda, Non-Executive Director, Mutual of Omaha
- Keith Jackson, Director of General Insurance and Conduct Specialists, Financial Conduct Authority (UK)
- Sara Lewis, Audit Committee Chair, Sun Life
- Mike Losh, Audit Committee Chair, Aon
- Roger Marshall, Audit Committee Chair, Old Mutual
- Paul Meeusen, CEO, B3i
- Andrew Palmer, Audit Committee and Investment Committee Chair, Direct Line
- Bertrand Peyret, Director of Insurance Supervision, ACPR (France)
- Sabrina Pucci, Non-Executive Director, Generali
- David Rule, Executive Director of Insurance Supervision, Prudential Regulation Authority, (UK)
- Nick Silitch, Senior Vice President and Chief Risk Officer, Prudential Financial
- Kory Sorenson, Audit Committee Chair, SCOR
- Ramy Tadros, Executive Vice President and Chief Risk Officer, MetLife
- Robert L. VanAntwerp, Non-Executive Director, USAA
- Cathy Wallace, Senior Vice President and Chief Risk Officer, State Farm
- Steve Weber, Professor, School of Information, Department of Political Science, UC Berkeley, and Faculty Director, Berkeley Center for Long Term Cybersecurity
- John F. Young, Non-Executive Director, USAA

EY

- David Bassi, Executive Director, Insurance Advisory
- Shaun Crawford, Global Insurance Leader
- Ian Meadows, Director, Insurance
- Bernhard Klein Wassink, Global Insurance Customer & Growth Solution Leader
- Sophia Yen, Principal, Insurance Strategy & Innovation Leader - Financial Services

**Tapestry
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- Eric Baldwin, Senior Associate
- Jonathan Day, Vice Chair and Chief Executive
- Simon Wong, Partner

About ViewPoints

ViewPoints reflects the network's use of a modified version of the Chatham House Rule whereby names of network participants and their corporate or institutional affiliations are a matter of public record, but comments are not attributed to individuals, corporations, or institutions. Network participants' comments appear in italics.

About the Insurance Governance Leadership Network (IGLN)

The IGLN addresses key issues facing complex global insurers. Its primary focus is the non-executive director, but it also engages members of senior management, policymakers, supervisors, and other key stakeholders committed to outstanding governance and supervision in support of building strong, enduring, and trustworthy insurance institutions. The IGLN is organized and led by Tapestry Networks, with the support of EY. ViewPoints is produced by Tapestry Networks and aims to capture the essence of the IGLN discussion and associated research. Those who receive ViewPoints are encouraged to share it with others in their own networks. The more board members, members of senior management, advisers, and stakeholders who become engaged in this leading-edge dialogue, the more value will be created for all.

About Tapestry Networks

Tapestry Networks is a privately held professional services firm. Its mission is to advance society's ability to govern and lead across the borders of sector, geography, and constituency. To do this, Tapestry forms multistakeholder collaborations that embrace the public and private sector, as well as civil society. The participants in these initiatives are leaders drawn from key stakeholder organizations who realize the status quo is neither desirable nor sustainable and are seeking a goal that transcends their own interests and benefits everyone. Tapestry has used this approach to address critical and complex challenges in corporate governance, financial services, and healthcare.

About EY

EY is a global leader in assurance, tax, transaction, and advisory services to the insurance industry. The insights and quality services it delivers help build trust and confidence in the capital markets and in economies the world over. EY develops outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, EY plays a critical role in building a better working world for its people, for its clients, and for its communities. EY supports the IGLN as part of its continuing commitment to board effectiveness and good governance in the financial services sector.

Endnotes

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