Book review
Inspiration for
risk professionals

News & analysis
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The interview
CIR catches up with
Catherine Frost

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Q2/2026

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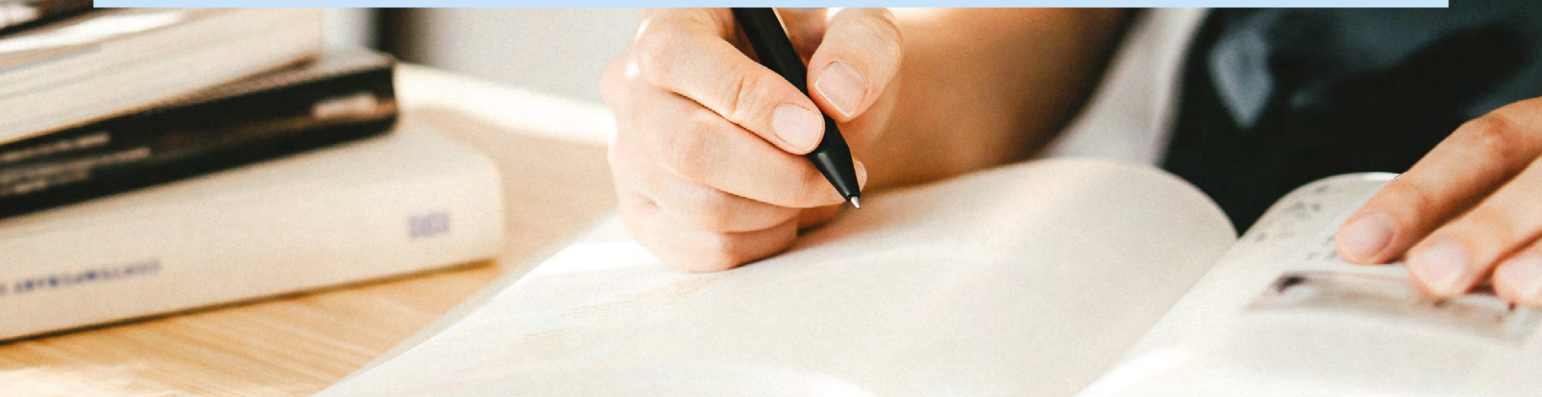

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Comment

Artificial intelligence has moved from experimentation to enterprise use, but adoption remains uneven, fragmented and often poorly governed. McKinsey's latest *State of AI* research found that 88% of organisations now use AI in at least one business function, while generative AI adoption has more than doubled year-on-year.

Much of the excitement around AI focuses on efficiency, innovation and competitive advantage. Far less attention, however, is being paid to how AI is reshaping cyber risk, operational resilience and governance.

In cyber risk, the use of AI-assisted tooling is enabling attackers to scale familiar techniques faster, according to data from Beazley Security. Exploited vulnerabilities rose 43% in the first three months of this year, fuelled by AI-enabled supply chain attacks and a surge in actively exploited zero-day vulnerabilities. More than 15,200 new vulnerabilities were disclosed in Q1, including almost 3,900 classified as 'high risk'. At the same time, Beazley Security recorded a 15% increase in critical zero-day advisories issued to clients, driven in part by vulnerabilities impacting edge infrastructure, including VPNs and firewalls.

Activity volume aside, what is notable in this quarter's report is the increased efficiency of attacks – a theme mirrored in separate research from Sophos, which highlights how AI-driven automation and the growing use of non-human identities are increasing identity-related cyber risks. Almost three-quarters of the organisations polled by the cyber security firm suffered at least one identity-related breach in the past year – with each business reporting three separate incidents on average. Repeat victimisation reached a notable level, with 5% reporting six or more breaches – attacks Sophos attributes primarily to human error and weak management of non-human identities – a risk that is growing alongside the deployment of agentic AI.

According to the report, AI agents are being granted privileges faster than security teams can track them. Two-thirds of ransomware victims responding to the Sophos survey said their incidents stemmed from an identity attack. With mean recovery costs reaching around US$1.64m – and 73% of affected organisations facing costs of US$250,000 or more – the financial consequences are significant.

What complicates matters further is that many organisations are adopting AI faster than they are adapting governance around it. Research from QBE found that while three-quarters of UK businesses are concerned about the cyber risks created by suppliers using AI, only 28% have taken steps to assess or audit third-party AI systems. Just 35% of businesses using AI have a formal governance policy in place for its safe use.

At the same time, organisations remain under pressure to demonstrate commercial returns on AI investment quickly, despite concerns around fragmented legacy infrastructure, unclear metrics for ROI, explainability requirements and an uncertain regulatory landscape.

Against this backdrop, it comes as little surprise that information integrity risk, driven by the proliferation of AI-enabled decision-making and uncertain AI transparency requirements, was identified in a recent Gartner survey of senior risk professionals as the most concerning emerging risk for the first quarter of 2026.

If AI changes the speed, scale and complexity of business operations, it inevitably changes the nature of operational and cyber risk, too. The challenge for organisations is no longer simply whether to adopt AI, but whether governance, recovery planning and resilience practices are evolving quickly enough alongside it.

The firms that gain lasting advantage from AI are unlikely to be those that move fastest alone, but those capable of scaling adoption while maintaining visibility, accountability and resilience across increasingly complex environments. As such, a distinction will emerge between organisations using AI as a bolt-on productivity tool and those embedding it into core workflows with resilience, governance and recovery planning from the outset.

Deborah Ritchie, Editor

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Food security at risk as geopolitical and climate risks converge

Intervention is needed to address food security amid disruption from biodiversity loss and geopolitical conflict, according to a joint report from the Institute and Faculty of Actuaries and Anglia Ruskin University

Biodiversity loss, climate shocks and geopolitical conflict are disrupting the food system, risking what a new report is describing as potentially catastrophic impacts for the financial system and for society as a whole.

Planetary Solvency: Tipping into the Wild Unknown, a joint report from the Institute and Faculty of Actuaries and Anglia Ruskin University, describes how soil degradation and water scarcity are contributing to lower crop yields, pushing up food prices, and reducing availability.

At the same time, the report warns that ongoing events in the Gulf region threaten to cause extended disruption to fertiliser supply chains passing through the Strait of Hormuz, leading to further potential food price shocks. Sandy Trust, a fellow of the Institute and Faculty of Actuaries and a lead author of the report, says events in the Gulf region may even pose a significantly greater risk to global food security than in 2022, when the combination of a Ukraine energy crisis and extreme weather events impacted harvests, driving up prices.

"Now the climate is warmer, and the Strait of Hormuz is the conduit for around 30% of global fertiliser," he explains. "If this is not applied during key planting seasons, it cannot be replaced later. The impact of energy prices may then be further compounded by global food shortages, leading to the potential for structurally high inflation. This is all hitting a food system already under strain from biodiversity loss and climate impacts, and a society already struggling from cost-of-living pressures. We must incorporate biodiversity and climate change into financial decision-making, to align our financial portfolios with planetary boundaries. This is how we steer society back within safe ecological limits and secure long-term planetary solvency."

"Our economy is set up to deliver efficiency, profit and a just-in-time system that both drives this threat and provides little to no resilience against it"

Aled Jones, lead report author and director of the Global Sustainability Institute at Anglia Ruskin University, believes a radical new policy is needed to tackle the emerging risks.

"The recent National Security Assessment on Global Ecosystems from the UK government has shown that the potential collapse of nature is a realistic possibility," he notes. "Our current economy is set up to deliver efficiency, profit and thereby a just-in-time system that both drives this threat and provides little to no resilience against it."

In the joint report, the two organisations highlight key risks from food through pandemics, and outline a set of recommendations, including the need to move away from "waiting to measure and quantify everything before we take the urgent action that is needed".

Commenting on the report's findings, Paul Sweeting, president of the Institute and Faculty of Actuaries, comments: "This report makes it clear that nature loss is not only an environmental crisis but a serious risk to economic stability and societal resilience due to the rise in food insecurity. Actuaries have a critical role in identifying, measuring and managing these systemic risks, ensuring they are not overlooked in financial and policy decisions. By integrating nature into our models and scenarios, we can help steer institutions toward choices that protect food security."

Key ecosystems head for "irreversible tipping points"

Long-term food security is at risk as key ecosystems approach irreversible tipping points. Large-scale deforestation, particularly in the Amazon rainforest, threatens rainfall patterns and global carbon cycles, which are essential for stable crop yields. The decline in pollinators, which underpin around three quarters of global crop production, could decrease crop yields and increase food prices. Pressures on marine ecosystems from overfishing, pollution and climate change further push these critical systems past manageable thresholds. The report warns that urgent intervention is needed and highlights actions for policymakers, regulators and those working in the financial sector, to integrate nature into decision making in order to safeguard the food system. These include:

- Urgent investment in measures to support sustainable land use, protect pollinators and strengthen supply-chain resilience. Prevention is cheaper than crisis response and reduces the likelihood of acute shocks such as crop failures and recurrent double-digit food price inflation.

- Policymakers and regulators recognising nature as the critical foundation of our society and economy, using integrated climate-nature scenarios to understand the interconnection between biodiversity and climate.

- Actuaries and the financial sector recognising food system fragility is a systemic financial risk, with impacts far greater than the GDP contribution of agriculture.

Source: *Planetary Solvency: Tipping into the Wild Unknown*, The Institute and Faculty of Actuaries and Anglia Ruskin University

Inspiration for resilience professionals

Artificial Intelligence in Cybersecurity: Use AI to Protect Your Organization

Lisa Ventura
EAN: 9781398624641
Kogan Page, 2026
koganpage.com

The volume and sophistication of cyber threats in the modern digital landscape continue to challenge traditional security approaches, regardless of an organisation's size, location or – as high-profile cyber incidents continue to remind us – brand power.

The need for more advanced defence mechanisms is clear. As Lisa Ventura writes in her latest book, *Artificial Intelligence in Cybersecurity: Use AI to Protect Your Organization,* artificial intelligence is being used on both sides of the ongoing digital arms race, with defenders and attackers deploying this "formidable tool" across an increasingly complex threat landscape.

Published in April 2026, *Artificial Intelligence in Cybersecurity* sets out to equip senior cyber security professionals with the tools to navigate escalating AI-driven threats and reinforce defensive capabilities – outlining methods for applying AI strategically to protect critical assets, strengthen oversight and improve returns from security investments.

Author of multiple books on the digital threat landscape, UK-based Ventura is an experienced cyber security specialist and chief executive of the AI and Security Association, a trade association established to promote the secure, responsible and ethical use of AI. Her latest book makes complex AI concepts approachable, while addressing the strategic and operational challenges faced by security leaders every day.

Structured in two main parts, the first broadly focuses on the foundational concepts in AI for cyber security, before moving on to practical implementation and strategy.

Part One explores the rise and technical foundations of AI in cyber security. It introduces AI in a security context, including its history and strategic role, then develops core knowledge in machine learning and deep learning, covering the ML pipeline and its adaptation to security use cases.

It goes on to explore key applications, such as intrusion detection systems, behavioural analysis and anomaly detection, natural language processing for threat intelligence, malware detection, predictive risk analytics, autonomous response systems, and AI-powered security operations centres. It also addresses limitations, implementation challenges and best practices, before concluding with ethical, regulatory and future considerations.

Part Two shifts the focus to applied cyber security strategy using AI. It begins by exploring the modern threat landscape, including attacker motivations and techniques, then examines how AI can be used across key domains: proactive threat detection, network security, endpoint protection, identity and access management, vulnerability management, infrastructure resilience, security orchestration and automation, cloud security, and continuous monitoring and response.

Artificial Intelligence in Cybersecurity concludes with an evaluation of the effectiveness and ROI of AI-based defence systems, highlighting measurement frameworks, continuous assessment, and emerging trends shaping the future of AI-driven cyber security.

Ventura's emphasis is on making security more predictive, automated and adaptive, alongside tackling such practical issues as implementation and organisational readiness.

Given the pace of AI adoption across the cyber landscape, this book should be welcomed by cyber security professionals – and indeed all professionals working in resilience where AI has an impact.

AI is being used on both sides of the digital arms race

News briefing

A round-up of the latest industry news

The backlog of UK employment tribunal cases has surged to a record level, with the number of outstanding claims rising sharply as the system struggles to keep pace with demand. Data from HM Courts and Tribunals Service shows that open caseloads reached 68,192 at the end of January, an increase of nearly 50% year-on-year. This captures single and multiple claims, meaning the total number of individual claims outstanding exceeds 500,000.

The UK Resilience Academy, part of the Cabinet Office, has launched a national consultation on proposed standards aimed at strengthening resilience and emergency preparedness across the UK. Delivered in partnership with the Workforce Development Trust, the consultation builds on the National Occupational Standards for Resilience and Emergencies published last year.

Pool Re has launched an incentive scheme aimed at increasing uptake of terrorism insurance among small and medium-sized enterprises across Great Britain. The scheme will offer discounts on reinsurance costs to members that reintegrate terrorism cover as standard across SME commercial property policies. Members can apply this across part or all of their SME portfolios, with reduced pricing linked to the relevant reinsurance element placed with Pool Re.

A new professional qualification has been launched to strengthen workplace readiness against terrorism. The SFJ Level 3 Award in Counter Terrorism Protective Security and Preparedness provides structured training for businesses and public sector organisations to help them understand and mitigate terrorism risks.


Image: Victor Fraile / Shutterstock.com

War has overtaken civil unrest as the political violence exposure companies fear most, as conflicts in Europe and the Middle East disrupt global trade flows, strain political alliances, embolden adversarial powers, and heighten risks to business assets. Around 60% of respondents from Europe and Asia-Pacific to the survey by Allianz Commercial see war as the top risk, followed by civil unrest and terrorism/sabotage.

The Health and Safety Executive has launched a consultation on proposed changes to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). It is seeking views on how the framework can better capture work-related ill health while reducing reporting burdens.

The UK's Information Commissioner's Office has fined social media website, Reddit £14.47m after finding the company failed to use children's personal information lawfully.

The UK's National Threat Level for terrorism has been raised to Severe, marking the first change to the threat indicator in over four years. The decision reflects the Joint Terrorism Analysis Centre's assessment that an attack is "highly likely". The move comes amid a steadily deteriorating threat environment, driven by both Islamist extremism and the growing risk posed by extreme right-wing terrorism in the UK.

For the full story behind all these headlines, visit **cirmagazine.com**

A new framework designed to strengthen product safety and support regulatory reform across the built environment has been published, following recommendations from the Grenfell Inquiry. BSI's PAS 2000, *Construction products – Bringing safe products to market* sets a practical framework for construction product manufacturers to adopt to demonstrate that they have taken reasonable steps to ensure the products they place on the market are safe.

European product recall activity increased for the seventh consecutive year in 2025, with a total of 15,608 recalls recorded – exceeding the previous record of 14,484 events set in 2024. This was among the findings of a report from Sedgwick, which analysed recalls across the automotive, consumer products, food and beverage, pharmaceutical and medical device sectors.

Initial ransom demands rose 47% in 2025, yet 86% of businesses did not pay, according to data from Coalition– signalling a turning point in ransomware economics. Ransomware was still found to be the costliest type of claim, with an average loss of £202,000, while business email compromise and funds transfer fraud accounted for 58% of cyber incidents. Among FTF claims, 52% originated from BEC.

Willis has launched a new end-to-end risk solution for datacentre owners and operators. Digital Infrastructure Protector combines coverage across construction and operational phases with integrated risk management, aimed at improving resilience for owners, operators, contractors and hyperscalers.

Beazley has acquired renewable energy MGA kWh Analytics. The acquisition will expand the specialty insurer's capabilities in modelling, underwriting and risk management across renewable energy portfolios. kWh will be integrated into Beazley's MAP Risks team, covering marine, accident and political risks.

Criminal networks are increasingly using AI-generated credentials, forged documents and fake carrier fraud to infiltrate supply chains across the Benelux region, home to Europe's busiest ports. Trucks are the main target, accounting for 76% of incidents, with hijackings and theft of vehicles also rising.

The Financial Conduct Authority has set out plans to expand the use of open finance in the UK, with proposals that would give businesses greater access to consumers' financial data. The regulator said a priority area will be improving access to finance for small and medium-sized enterprises. The plans come amid increased attention on data security risks across financial services.

Smarsh has launched a suite of AI agents designed to streamline legal discovery and compliance processes. The move reflects a wider shift towards automation in compliance and legal functions, as firms look to cut costs and streamline operations.

The Bayes Entrepreneurship Fund has invested in CIR Award winner SmartResilience to support the expansion of its climate adaptation platform. The company develops climate risk analytics and forecasting tools to help firms assess emerging threats, strengthen regulatory reporting and inform strategy.

Three-quarters of UK businesses are concerned about the cyber risks arising from their vendors and suppliers using AI, yet only 28% have taken steps to assess or audit their third-party suppliers' AI systems, according to research from insurer QBE.

Intelligent growth

Deborah Ritchie speaks to Hiscox UK's Catherine Frost about how the insurer is approaching AI adoption and operational change, and how combining technology investment with continuous improvement principles is delivering benefits for both customers and employees

Hiscox Group's latest results point to strong momentum from technology deployment and operational change programmes. What differentiates transformation that genuinely improves customer experience from transformation that simply cuts costs?

We're in a period of real growth, and that includes our investment in technology. A core part of our strategy is based on our visibility of the customer through the policy. Whenever we think about investment, of course we have an eye on cost and on generating growth, but we're also constantly asking how we make it easier for brokers and customers to trade with us. We use feedback from both to inform everything that we do in that respect.

Hiscox has a claims NPS score in the 80s, which is extremely high, and we use tooling and technology to improve and enhance the way we operate, but it doesn't remove that human touch. In claims, we're doubling down on fraud and recoveries technology, and making sure that wherever we partner – whether through our legal panels or other parts of the supply chain – that they share those same values.

On the placement side, we've recently brought in a case management system and a new contact centre platform, with the goal of making that entry into Hiscox as seamless as possible. Technology is helping us direct queries at the first point of contact through to the right decision-maker – removing that friction and effort from a broker or customer, while introducing speed, ease and faster turnaround.

Which investments have delivered the strongest operational return on investment?

We're really effective when it comes to understanding costs, but when it comes to understanding other associated benefits, we've been on a learning curve. We use the Microsoft estate for financial and MI reporting to create reports that run in the background without manual intervention. We have a really strong MI performance team who are brilliant at translating those metrics into something that makes sense for the business.

The greatest ROI has come more from process than technology per se. The best example of this has been a recent programme across our high net worth book – built on specific management principles, such as daily huddles, performance stats benchmarking against peer groups, and simple disciplines focused on problem-solving. When you've got the right continuous improvement team, the correct change management support, plus some really good leaders who take on those principles and run with them, embedding that process delivers brilliant results – both for customers and also for employees, because they better understand the business they're working in and they know the parameters.

For Hiscox, 2026 is the year we are investing – in case management, our contact centre platform, and a rules and rating engine that will allow us to do more portfolio and algorithmic underwriting, which allows us to look at books of business rather than purely on a case-by-case basis, giving us a more consistent approach to pricing, and making us far more agile and responsive to whatever is happening in the market. That will of course bring with it costs this year, but it's the right foundation going into 2027 and 2028, when it will form the bedrock for new pricing strategies, new products or improvements to our digital offering.

Do you see opportunities for acquisition-led growth?

Where we see an opportunity, and it's the right thing to do, absolutely. We've recently announced our expansion into Italy through the acquisition of Lokky, a digital platform based in Milan. This move marks our first presence in Italy and aligns with our strategy to support SMEs through cutting-edge, digital-first products. We've just set up a branch and appointed a new CEO, who will be starting there soon.

How are you operationalising regulatory and risk management requirements without creating friction?

We've invested in a capability that helps us translate the different rules coming into force, and work out how to apply them. The regulators have a real focus on third parties – how we govern them, how we make sure they have the appropriate business continuity plans, and then make sure we have the right oversight. The teams we've built have helped us, over the past two or three years, to embed a realistic and not overburdensome environment where we have real confidence when we speak to the FCA or PRA, and where our

Catherine Frost, chief operating officer at Hiscox UK

approach is proportionate to our size.

On third parties specifically, we used to gather information on Excel spreadsheets, but have since partnered with an external supplier who has helped us build better processes around new and existing contracts. We're now embedding some of these processes into our BAU. As we've grown our schemes businesses, for example, making sure that where we do provide delegated authority is now addressed upfront as part of the contracting process.

We've got a really nice operating rhythm around it now, where there are no surprises, but it doesn't feel overly burdensome.

When deciding how far to roll out AI, how do you balance efficiency, the human touch customers need, and holding onto the talent that drives your success?

In my view, this comes down to how we use AI to enhance what our people are doing, to make their lives easier – so that in turn they can make our customers' lives easier.

Over the last six months, for instance, we've given Copilot licences to everyone – which is quite unusual – and we see that as a real strength.

There are some great uses for AI across the insurance industry, such as in high-volume, smaller personal lines claims, for example a broken appliance: customers want to submit a photo through an app and receive an instant message confirming cover and payment. In those cases, you don't need to speak to anyone. However, at the more complex end – such as a high net worth cyber incident – customers want a higher degree of certainty and a human at the end of the phone.

Placement is another great example. We have hundreds of thousands of enquiries coming through to us each year, and we're now using AI upfront to ingest broker submissions, triage them, pass the clear yeses directly to the right underwriting team, and route the nos back to the broker automatically. That's perhaps a less interesting part of the journey for an underwriter; what they're skilled at – and trained to do – is look at a risk, understand its different facets, identify where they could offer additional cover, and price it properly. That's where they add value.

Our group CEO Aki Hussain likens the advent of AI to Excel: when Excel arrived, everyone panicked and said 'this is me and my job gone'. All it really did was change the way in which we operate. Now we wouldn't think of life without it.

There are different layers to it. There's the Generative AI layer – using Copilot, as we are, to summarise meetings and draft notes, creating new daily habits that make that layer of additional productivity more familiar. Then there are the bigger and more powerful purpose-built agents. One of our underwriters has been working with our data science team to build a tool that takes a broker submission, maps it against the underwriting licence and appetite, and comes back instantly with a recommendation on whether she can proceed. Imagine being on the phone to a broker and instantly being able to say 'yes, that's in appetite and I can do that for you now'. That's brilliant. In comparison to two or three years ago, when one of the frustrations for brokers was being passed from pillar to post, that sort of thing makes a real difference.

How do you expect AI capabilities to evolve across the industry?

I foresee dedicated squads sitting between the technical teams, which build the agents, and the business team, which can translate what we're trying to achieve commercially into something buildable. That approach will fuse both the technical and commercial worlds.

Looking ahead, I can't see a world where insurance will ever want to move away from that human touch – not just in claims, but in placement, where customers want to know they're getting the best guidance for their unique situation. I would also expect customers will be much better informed before they contact us, so the conversation is more targeted and purposeful from the outset.

On hallucinations and other risks, I think the industry is showing the right amount of caution. Around 80 per cent of AI pilots currently fail, which isn't a bad thing because the testing is useful. But I'm sure we'll reach that inflection point where 80 per cent succeed. The insurance industry may not lead the way in AI, but in two to three years' time, I think we'll be surprised by how far we've come.

Interview by Deborah Ritchie

Critical conditions

Regulators, insurers and operators are increasingly focused on how cyber attacks could trigger outages, operational failure and systemic disruption across the UK's CNI. Martin Allen-Smith reports

Cyber-physical risk in critical infrastructure is now being written into consultation papers, board minutes and insurance wordings, as regulators, operators and insurers confront a central question: what happens when an attack that starts in a network ends by turning off the lights, stopping the trains or destabilising the grid?

In January, Ofgem and the Department for Energy Security and Net Zero signalled a shift in how the UK thinks about cyber risk in energy. In a joint blog on futureproofing cyber regulation, they point out that the Network and Information Systems regulations were designed nearly a decade ago, before today's distributed, digitised energy system took shape. The result, they concede, is that many organisations that will play a major role in the future energy system are not in scope of formal regulatory requirements.

That admission underpins a new consultation on reshaping cyber regulation in downstream gas and electricity, which proposes baseline cyber requirements for all Ofgem licensees, not just the operators deemed 'essential' under NIS. The aim, in the government's own words, is "to ensure cyber is on everyone's agenda and introduce a consistent cyber starting point for the energy system". It marks a move away from a narrow focus on a handful of critical operators towards a whole-system view of resilience and aggregation.

The consultation – which closed in May 2026 – also floated expanding the scope of NIS by revisiting the thresholds and services that qualify as essential. That matters for cyber-physical risk because grid stability increasingly depends on smaller players – aggregators, flexible demand providers and storage operators – whose failure may not look dramatic individually but could, in combination, significantly stress the system. Ofgem and DESNZ are effectively acknowledging that the perimeter drawn in 2018 no longer matches the way electricity is produced and moved today.

This broader approach sits behind the formation of the Energy Cyber Quad, a partnership between Ofgem, DESNZ, the National Energy System Operator and the National Cyber Security Centre. Its aim is to strengthen resilience through baseline requirements for all licensees, alongside proportionate expectations for the most significant operators. For risk managers, the signal is clear: cyber-physical risk is becoming a

Grid stability increasingly depends on smaller players, whose failure may not look dramatic individually but could, in combination, stress the system

regulatory expectation, not just a technical issue.

If Ofgem's language is measured, NCSC's recent messaging to critical national infrastructure operators has been blunt. In February, the centre issued an alert urging CNI providers to "act now" to prepare for severe cyber threats, defined as "a deliberate and highly disruptive or destructive cyber attack". Jonathan Ellison, NCSC's director for national resilience, added that such an attack "may sound far-fetched, but we know it's not".

In a paper for the World Economic Forum, Robert Lee, CEO of Dragos, said: "An adversary who can infiltrate critical infrastructure networks undetected gains plausible deniability. As systems become more complex, we don't always know whether disruption is caused by maintenance, misconfiguration or a cyber attack – yet too often, the answer is: 'We don't know.'"

The guidance that accompanies these warnings is not glamorous. It focuses on patching vulnerabilities, strengthening access controls and segmenting networks, and making infrastructure secure-by-design. It also stresses strong resilience and recovery plans to reduce both the chances of an attack succeeding and the impact if one does. Taken together with the Ofgem/DESNZ consultation, the message is that cyber-physical risk is being handled as a blend of basic hygiene and scenario-driven resilience, not as a problem that can be outsourced to a single tool or policy.

Transport faces similar pressures. The Department for Transport's Cyber Risk and Threat Quarterly highlights ransomware, state-linked activity and supply chain vulnerabilities, underlining reliance on fragile digital ecosystems.

Image: jax10289 / Shutterstock.com

The UK's rail networks face routine operational exposures through the supply chain

Bridewell's *Cyber Security in Critical National Infrastructure Organisations 2026* report found that 93 per cent of CNI organisations experienced a cyber attack in the past year. Regulation has become the number-one driver for maturing cyber security programmes, with AI-related cyber risk entering the top five challenges for the first time. It also found that cloud environments are now the most common attack entry point.

Abstract risk no more

The operational consequences are not abstract. Bridewell's research indicates that half of organisations report IT disruption or outage following incidents and nearly one-third report revenue loss. For boards and insurers, that is a tangible link between cyber events and business interruption, even when they stop short of causing visible physical damage.

Munich Re's March 2026 cyber outlook warns that risks are intensifying amid geopolitical, technological and economic pressures. It warns that hyperconnectivity and a reliance on a small number of cloud providers, telecoms and software platforms have created mono-structures whose failure could trigger large correlated losses. That, in turn, demands accumulation modelling and potential adjustments to budgets and risk appetite.

It also identifies physical AI and robotics as an emerging exposure. Malware or remote hijacking of connected systems could lead to bodily injury, property damage or production shutdowns. As automation expands across energy and transport, these risks become not just engineering challenges but underwriting ones.

Brokers and specialty carriers are confronting a fundamental question: which policies respond when cyber events cause physical damage or extended downtime? Lockton argues that traditional property, casualty and management liability policies were not designed for cyber-driven losses. Gaps commonly arise around non-physical damage, bodily injury, executive liability and social engineering. For energy clients, the broker recommends detailed reviews of whether property damage,

Emergency power backup at a datacentre in Waltham Cross, UK

system failure, failure to supply and restart costs are explicitly covered or excluded.

This reflects the industry's broader effort to address silent cyber. Regulators have pushed insurers to clarify whether traditional policies include or exclude cyber-related losses, rather than leaving coverage to be disputed post-event. While this has increased transparency, it has often resulted in narrower, more explicitly defined coverage.

Efforts to quantify cyber-physical risk are also advancing. The 2025 *OT Security Financial Risk Report* by Dragos estimates that a typical year of OT-related incidents generates around US$31.1bn in financial risk, driven largely by business interruption and equipment damage. In a severe but plausible scenario, with a 0.4 per cent annual probability, losses could reach US$329.5bn once indirect impacts are included.

Such modelling is helping translate technical risk into financial terms, linking specific controls to measurable reductions in expected loss and providing a clearer basis for investment and insurance decisions. Aon notes that cyber attacks and data breaches remain the top enterprise risk through 2026, and that AI-driven, systemic events are pushing cyber risk fully into the boardroom. Adam Peckman, Aon's global cyber risk consulting leader for APAC, said: "There is a multiplier effect with AI that allows bad actors to wage asymmetrical warfare against companies. Threat actors can weaponise the latest vulnerabilities quickly and deploy them at scale, without significant investment in people or computing power."

Aon's prescription leans heavily on resilience: zero-trust and least-privilege access, robust identity management, tested backups and recovery, rehearsed incident response playbooks, and data-driven cyber risk quantification, supported by tailored cyber insurance and alternative risk transfer solutions. The underlying message is that insurer and broker communities are effectively telling CNI operators the same thing that regulators are: controls and governance now sit on the same continuum as capital and coverage.

Maurizio Gobbato, head of cyber catastrophe modelling at Guidewire, points to two emerging challenges. First is correlation: cyber losses are no longer independent, but shaped by shared technology stacks, service providers and regulatory environments, creating systemic exposure across insureds.

"Modelling firms also need to embed coordinated, sector-wide attacks more explicitly," he added, noting these offer attackers a scalable way to generate correlated disruption. "We expect this risk to grow further as large language models lower the cost of vulnerability discovery and accelerate exploitation."

He adds that models must better capture upstream dependencies, both digital and physical, that can propagate disruption downstream. "Dependencies on cloud providers and core technologies remain important, but are no longer sufficient," he said. "The next step is to include upstream vendors whose disruption could transmit both digital and physical impacts. The transition from digital dependency to physical supply chain disruption is a critical element in cyber catastrophe modelling."

Taken together, these developments point to a fundamental shift. Cyber-physical risk in critical infrastructure is no longer confined to technical teams. Regulators are expanding oversight to embed baseline resilience across systems, insurers are refining models to capture systemic exposure, and policy wordings are evolving to reflect physical consequences.

The practical question is how to navigate this convergence. The emerging answer looks much less like a silver bullet and more like a portfolio of protection to include credible baseline controls, realistic scenarios that acknowledge aggregation, quantification that links controls to loss and, crucially, insurance structures that accept the cyber-physical tail without pretending it can be wished away.

Recall risers and fallers

European product recalls fell 17.4 per cent quarter on quarter in Q1 2026 to 3,413 events, according to Sedgwick, marking the sharpest decline since 2020, although overall activity remains elevated

European product recalls fell sharply in Q1 2026, following a record high in the previous quarter. According to Sedgwick's latest *European Product Safety and Recall Index*, total recall events declined 17.4 per cent quarter-on-quarter to 3,413, marking the steepest quarterly drop since Q2 2020. Despite this reduction, overall activity remains elevated when compared with historical norms across key regulated industries.

Sedgwick's report analyses recall data from across the UK and EU automotive, consumer products, food and beverage, pharmaceutical and medical device industries, providing insight into emerging operational and supply chain risks. In the first quarter of 2026, tensions involving Iran disrupted global supply chains and increased oil and transportation costs for many products, adding pressure to economies already affected by shifting tariff policies.

"Environmental concerns are high on the agenda, as lawmakers address PFAS concerns, and warn businesses against misleading claims throughout supply chains"

The report also examines the regulatory developments shaping supply chains and business operations across the region, such as updated rules for automated vehicles, guidance on country-of-origin claims, allergen labelling requirements and food additive safety.

Predictably, AI remains a major focus across the product recall domain, with regulators proposing new frameworks for its use in food safety and pharmaceutical development. Environmental concerns are also high on the agenda, as lawmakers look to address PFAS concerns, and warn businesses against misleading claims throughout supply chains.

The food and beverage, medical device, consumer electronics, toys and clothing industries all had fewer recalls compared with the previous quarter, with the greatest fall in clothing recalls, which dropped by almost 35 per cent – while numbers

The main cause of pharmaceutical recalls in Q1 2026 was the combination of foreign materials and contamination

in the consumer electronics, toys and food and beverage industries dropped by around 24 per cent. The most modest drop was seen in medical devices, at just under 10 per cent.

Of the five categories and three sub-categories monitored in the quarterly report, only two saw recalls increase between Q4 2025 and Q1 2026: automotive recalls increased by over 17 per cent, while pharmaceutical recalls rose by over 36 per cent – with regulatory authorities across the UK and EU reporting a total of 104 pharmaceutical recalls in Q1 2026.

Rise in recalls: pharma

The main cause of pharmaceutical recalls in Q1 2026 was the combination of foreign materials and contamination, which accounted for 19 events, up from 10 in Q4 2025. Seven of these recalls were listed due to impurities, three of which were due to microbial contamination, according to Sedgwick.

Quality issues and failed specifications were responsible for 18 recalls each, while safety was third with 17 events, down from 26 in the previous quarter.

France issued the highest number of pharmaceutical recall notifications in the quarter under analysis, with 31 alerts – up from 17 in the previous quarter. Spain was not far behind, with 21 notifications, and the UK was third with 19 alerts, up from 11 in the previous quarter.

In terms of year-on-year analysis, the Q1 2026 total represents an 11.8 per cent increase from the 93 recalls recorded in Q1 2025, marking the sector's highest first-quarter total in six years.

Foreign material and contamination-related recalls reached an eight-year Q1 high. Quality-related concerns also increased significantly year-on-year, reaching their highest first-quarter level in eight years. Failed specification recalls remained broadly stable, while safety-related recalls increased slightly year-on-year – although they still track well below historical levels, recording the second-lowest Q1 total in six years.

Looking ahead, both the UK and European Union are planning to make their jurisdictions preferred locations for life science companies, with the UK announcing a new annual record for medical device clinical trials, and introducing new measures to continue that momentum; while the EU is working to add flexibility to clinical trials during public health emergencies, and is also advancing its European Biotech Act.

"The UK and EU are looking to make their jurisdictions preferred locations for life science companies, with the UK announcing a new annual record for medical device clinical trials"

In other developments in the pharma arena, regulators are looking at product lifecycles and stakeholders across the supply chain. The UK's Competition and Markets Authority has issued guidance that extends accountability for false environmental claims beyond manufacturers to retailers and suppliers. And in the EU, new guidelines around the use of AI in drug development seek to introduce more shared responsibilities.

Recall falls: clothing

At the other end of the index, with just 34 clothing recalls across Europe in Q1 2026, that sector saw a decrease of almost 35 per cent from the 52 events recorded in Q4 2025 – well below the three-year quarterly average of 56 recall events.

Jackets and children's hoodies were the most frequently recalled clothing items in Q1, still with just four recalls each. According to Sedgwick, jacket recalls were all due to non-compliance with REACH regulation, posing a chemical and environmental risk. With three recalls – all of which were due to chemical issues – children's sandals followed, with wallets and toiletry bags following in third place, with just two events.

As the most common cause of clothing recalls, chemicals were cited in 15 events as a standalone hazard during Q1 2026 – up from 12 events in the previous quarter. Chemicals and environmental risks in combination were second, with nine recalls in Q1. Strangulation risk was third with six events, which, with four events, mostly impacted children's hoodies, but also children's swimsuits and children's coats, according to the report.

France was again among the countries with the most notifications in Q1, with nine. Norway, too, saw nine notifications. Estonia followed with five alerts, while Finland saw four. All of Estonia's recalls were for children's hoodies and coats, which were all caused by risk of strangulation. The UK issued only one notification during the quarter, compared with 10 in Q4.

During the quarter under analysis, the combined impact of chemical and environmental risks reached its highest quarterly level for 10 years, increasing from five events in Q1 2025. Strangulation-related recalls also rose notably, rising from one to six events in the quarter.

Looking ahead, Sedgwick notes that the clothing and textiles sector is entering a period of significant regulatory transformation. In the EU, the Ecodesign for Sustainable

The clothing and textiles sector is entering a period of significant regulatory transformation

Products Regulation and its accompanying Delegated and Implementing Acts, are expected to mark a "decisive shift from aspirational environmental targets to concrete, enforceable obligations". The revised Waste Framework Directive "further reinforces this trajectory by requiring mandatory EPR schemes for textiles across all Member States", it adds.

Meanwhile, in a separate but equally relevant regulatory development, the proposed Circular Economy Act is seeking to create a single market for secondary raw materials.

In the UK, comparable regulatory momentum is building with a forthcoming government plan and industry-led blueprint for an EPR scheme.

Collectively, these forthcoming obligations will radically alter the compliance environment for clothing and footwear businesses operating across European markets. Against this backdrop, Sedgwick is advising that companies plan for risks across a variety of areas, including business interruption; supply chain challenges; product updates; upgrades and warranty work; market withdrawals; data privacy and cyber security issues; innovation and advancements in technology; and, finally, dynamic consumer demand.

Commenting on the findings of the report, Chris Occleshaw, international product recall consultant at Sedgwick, says: "The reduction in product recall activity should not be interpreted as a sign of reduced regulatory pressure or lower product safety risk. As we have seen time and time again, recall data can change quickly.

"Regulators are looking at both product lifecycles and stakeholders across the full supply chain. Companies should continue evaluating their risk profiles, strengthening supply chain visibility, and ensuring their crisis and recall plans remain aligned to today's operating environment."

Sedgwick's *European Product Safety and Recall Index* may be accessed in full at: https://marketing.sedgwick.com/acton/media/4952/2026-european-recall-index-report-download-edition-1-pr

Perfect balance

Softening rates, expanding underwriting capacity and evolving risk strategies are reshaping the renewal environment for insurers and their clients, while geopolitical uncertainty and a challenging claims environment contribute to sustained caution. Dave Adams writes

Global insurance rates declined by four per cent in Q4 2025, a sixth consecutive quarter showing an overall fall, according to Marsh's *Global Insurance Market Index*. Rates fell in most regions, although they were flat in the US, in part because the US casualty market is a notable exception to the general rule.

"The market is in a soft, downward cycle, born out of corrections clients have made to risk management of their portfolios, and of more supply coming into the insurance market," says Rob Kemp, CEO, commercial risk, Aon UK. He notes that while there are some exceptions, insurers' growth strategies are feeding additional capacity into many markets, helping to sustain downward pressure on rates and giving insureds opportunities to negotiate better terms and coverage. It may also encourage some to consider using alternative risk transfer mechanisms.

The softening market also motivates insurers to examine risks related to the nature of their client base.

"One trend we've seen over the last few years in commercial insurance has been insurance companies increasing their exposure to medium-sized businesses, to reduce concentration of exposures to large global clients," says Brandan Holmes, vice-president and senior credit officer in Moody's EMEA insurance team. "That business tends to be more 'sticky': once a relationship has been established clients tend not to move so easily. That has helped primary insurers maintain profit margins."

Despite softening rates and a highly unpredictable risk environment, analysis from Moody's published at the start of April 2026 showed that Europe's four largest insurers, Allianz, Axa, Generali and Zurich, posted combined net profits of €32bn in 2025, with property and casualty lines the biggest contributors. Moody's suggests these results "mainly reflect further improvement in underwriting profitability"; and a "relatively benign" year for natural catastrophe claims in 2025.

Changing conditions

Globally, property rates softened significantly in 2025, according to Marsh, after almost a decade of rising prices that helped bring extra capacity into the market.

"With property insurance in general, there is ample capacity in the market," says Holmes. "Reinsurance capacity is very high." He says this is due in part to increased use by reinsurers of alternative sources of capital, including catastrophe bonds and sidecars.

One consequence of the types of property claims seen in recent years is that reinsurers are now less prepared to help provide cover for less frequent severe catastrophe events, or secondary perils, such as severe convection storms, which may lead to significant losses and claims – and this has led to some primary insurers increasing the cost of insuring these risks.

It has also led to an increase in the use of parametric insurance policies to insure some of these risks, says Kemp: "It's offering access to quick capital, but it's also helpful for harder to place exposures."

Some of the excess capacity seen in property insurance markets has also been used in specialty lines, contributing to further falls in rates in marine, energy and technical lines, according to analysis from reinsurance broker Guy Carpenter published in January 2026. But that was before the US attacked Iran in February. Specialty markets are among those most likely to be affected by ongoing conflict in the Middle East, although there will also be direct consequences for many other lines, including property; and indirect consequences driven by global economic and inflationary effects.

Casualty rates were flat in many markets in Q4 2025 and increased by nine per cent in the US according to Marsh, a rise it attributes in large part to a difficult claims environment for insurers, including the results of some major legal disputes. Holmes believes uncertainty around casualty claims trends in the US is contributing to continuing price increases in the market there, although this is not increasing profitability in this market. Instead, as he puts it: "It's more a case of price increases keeping up with increases in claims and losses."

The market for cyber cover is also undergoing significant change. The Marsh report records rates falling by seven per cent on average in Q4 2025, and in every region – following falls of six, seven and six per cent in the first three quarters of the year. Kemp says cyber risks are "very much front of mind, for the industry and for insureds"; and expects one theme of the next year and beyond to be a greater focus on limits of insurance cover for those risks.

ART works

Prevalent market conditions are encouraging more businesses to investigate use of ART mechanisms, including captives, self-insurance, protected cell companies and structured risk solutions. Research published by Global Insurance Law Connect in March 2026 identified increased use of captives in 20 jurisdictions; and suggested that captives are now being used by mid-market corporates and public sector organisations, as well as the larger corporates and multinationals that have historically made greater use of captives arrangements.

Lara Martiner, global head of ART at Allianz Commercial, says many of its clients are using ART "as a longer-term strategic tool to manage the balance between risk transfer and risk retention – not as a last resort but a proactive risk optimisation tool".

"The industry can truly partner and support clients with longer-term insurance strategies, moving away from some of the annual renewal cycles"

She acknowledges that a lack of affordable or adequate cover for specific risks can act as a catalyst for use of ART, but believes the broader driver is "a growing recognition that ART can offer greater control, transparency and long-term efficiency than reliance on the traditional insurance market alone".

"Hard or corrective market conditions can accelerate the level of retention a client chooses to take, particularly in more sophisticated organisations," she continues. "Other clients find value in ART solutions when faced with challenging market conditions, particularly where insurance capacity is constrained, pricing is volatile, or coverage terms have narrowed."

Martiner also suggests that in a soft market, use of ART may move beyond anchor lines to more specialised lines like D&O, non-damage business interruption, or other covers that may be more difficult to place.

Aon's Kemp also says ART is "an area that insureds want to understand", noting that some clients have redeployed savings on insurance premiums into use of ART "in areas where previously they might have had to make tougher decisions about the amount of cover they were buying".

He also highlights the increased use of structured solutions, which can be used over a longer period of time than most insurance policies, and deployed over different lines of business; and of fronting arrangements.

Kemp does not believe ART represents a replacement for conventional insurance, but a flexible complement to it: "an example of how the insurance market is trying to innovate around different risk issues for clients".

Martiner concurs. "Over the longer term, we expect these developments to lead to a more blended model of risk financing, rather than a wholesale shift away from insurance," she says. "Clients will flex their risk retention and risk transfer based on the business strategy as well as the market cycle.

"The industry can truly partner and support clients with longer term insurance strategies, moving away from some of the annual renewal cycles," she continues. "Ultimately, these trends reinforce the idea that insurance is evolving from a purely transactional product towards a broader risk partnership, in which ART plays an increasingly important role."

Europe's four largest primary insurers posted combined net profits of €32bn in 2025

Shifting sands

From PFAS and post-Grenfell building safety disputes to AI-related risks and landmark insurance judgments, courts and claimants are testing legal frameworks and expanding insurers' exposure

The UK litigation landscape is evolving rapidly, with new categories of emerging liability that present material challenges for risk managers and insurers, while landmark court decisions reshape the boundaries of insurance coverage. From environmental contamination claims that draw comparisons to asbestos, to the mass adoption of AI and automated technologies, the shifting sands of litigation liabilities demand an agile approach.

Meanwhile, courts continue to act as the ultimate arbiter, interpreting existing legal frameworks in light of these social, cultural and economic transformations. Two recent examples include the Supreme Court's landmark judgment on furlough payments under business interruption policies, and the High Court's ruling on post-Grenfell building safety claims.

Environmental contamination

Environmental contamination claims are an increasingly prominent feature of the litigation landscape. Where industrial activity, chemical discharge or waste management causes harm to land, water or human health, those impacted may pursue civil claims against the polluter responsible.

Two relatively recent UK Supreme Court decisions helped to pave the way for claimants. The cases of Jalla v Shell and Manchester Ship Canal v United Utilities affirmed that common law rights, such as nuisance and trespass, remain available for environmental contamination and are not excluded by statutory regimes.

Of the various categories of environmental contamination generating concern, PFAS stands out as a significant litigation risk. PFAS is the name given to a group of man-made chemicals used in a variety of industrial and manufacturing settings that do not break down, hence the colloquialism 'forever chemicals'. According to the Government's recently published PFAS Plan, PFAS has been detected in around 80 per cent of surface water samples, 50 per cent of groundwater samples, and all fish samples tested through government monitoring programmes. The ubiquity of its use in products and industrial services, coupled with the sheer level of contamination across the UK and the potential extent of human exposure, is cause for alarm.

In fact, the UK's first PFAS-related claim has already come and gone. In 2024, a claim was brought on behalf of residents of Bentham against Angus Fire Ltd, a factory that produced PFAS-containing firefighting foam between 1976 and 2024. In September 2025, the claim settled for an undisclosed amount and without an admission of liability. While this was the first of its kind, it is highly unlikely to be the last.

Indeed, the scale of environmental contamination litigation is already escalating. In late September 2025, an application was made in the High Court on behalf of approximately 4,000 claimants against Avara Foods and Welsh Water for negligence, public and private nuisance, and trespass in connection with the pollution of the rivers Wye, Lugg and Usk. Damages are being sought for the impact of the river pollution on business, recreation, tourism and property value. The claim represents the UK's largest ever environmental lawsuit, in terms of the size of the claimant class, the geographical area involved and amount of damages claimed. If successful, this claim could open the floodgates for further environmental contamination legal action.

Building safety

As previously noted, it is often the role of the courts to determine how emerging risks should be dealt with under the existing legal framework. Two significant decisions in the past six months demonstrate precisely that – reshaping insurers' liability exposures in different but equally important ways.

The Grenfell Tower tragedy of 2017 fundamentally transformed the UK's approach to building fire safety. The subsequent inquiry, remediation programme and legislative reform, including the enactment of the Building Safety Act 2022, have spotlighted the issues of combustible cladding and wider fire safety defects. For the insurance sector, this has translated into a growing volume of claims under housing warranty and latent defect policies, with some insurers declining cover on the basis that building safety defects are not an "imminent" threat under the specific policy wording. However, the recent High Court decision of Vivid Housing Ltd v Allianz Global Corporate & Specialty SE suggests that approach may be increasingly difficult to sustain.

The case involved a dispute over building safety defects in a block of 82 flats in Portsmouth insured under a housing warranty policy. The claimant building owner alleged five defects, including combustible cladding, missing or defective cavity barriers and building debris, and claimed under the policy that these defects created the threat of imminent destruction or physical damage to the premises. The claimant's insurer, Allianz, denied policy cover on the basis that the alleged defects did not fall within the scope of the policy and applied for a summary judgment. The Court refused Allianz's application, finding that the risk of fire is constant and that a reasonable observer could conclude that there was a sufficiently serious prospect of fire to engage the clause. The Court rejected Allianz's argument that there was no evidence that destruction or damage was "imminent". The decision broadens the interpretation of "imminent", emphasising a judicial willingness to construe wording in favour of policyholders seeking to remediate unsafe buildings. The case exemplifies the post-Grenfell litigation landscape, in which there is heightened scrutiny of building safety, an increased public awareness of fire risks, and a growing appetite for policyholders to pursue claims.

If the Vivid case exemplifies the post-Grenfell litigation landscape, the second major decision of recent months represents the culmination of the post-Covid legal reckoning. The Covid-19 pandemic triggered an unprecedented wave of business interruption claims, and a question arose as to whether government furlough payments could be deducted from the sums payable by insurers under business interruption policies.

On 22 April 2026, the UK Supreme Court answered this lingering question in its unanimous judgment in Bath Racecourse Company Ltd & Ors v Liberty Mutual Insurance Europe SE & Ors. The Court held that furlough payments received under the Coronavirus Job Retention Scheme must be deducted from sums payable by insurers under business interruption policies. The Court held that savings clauses refer to whether expenses are reduced as a matter of economic reality, not legal mechanics. The Court's framework for third-party payments establishes a principle of broad relevance, as governments increasingly deploy emergency financial support in response to pandemics, natural disasters and other crises. With an estimated £1 billion in deductions at stake across the market, this is welcome news for insurers' reserves.

AI and automation

The third emerging risk area cuts across multiple sectors and is developing at speed. AI is no longer a theoretical concern for the insurance market, and is generating regulatory scrutiny, an evolving legal framework and a broad spectrum of potential civil liabilities.

In January 2025, the Government released its AI Opportunities Action Plan, which recognises the prospect for AI to contribute to the UK's economic development. There has been a steady uptick in AI adoption across the financial services sector, leaving some to question how this rapid rise will be managed by the regulator, and whether the current Financial Conduct Authority regulations remain fit for purpose. The FCA maintains that senior managers must understand and control AI-related risks within their areas of responsibility, and that a lack of understanding is no defence to accountability for consumer harm. Furthermore, the spectrum of potential civil claims arising from AI use is broad, spanning contract disputes, data protection breaches, negligence claims, intellectual property infringement and defamation.

The Court rejected Allianz's argument that there was no evidence that destruction or damage was 'imminent', broadening the interpretation of 'imminent', in favour of policyholders seeking to remediate unsafe buildings"

While the legal and regulatory position is still evolving, autonomous vehicles offer a compelling real-world example of how these risks are already materialising. Waymo has announced plans to launch a pilot robotaxi service in London, which will potentially be operational as early as September 2026. However, the full regulatory framework for autonomous vehicles will not be in place until 2027, creating a significant gap. This gap presents uncertainty for insurers regarding how claims arising from trial vehicle accidents will be pursued. It also raises more practical questions for the existing claims infrastructure – as these claims are likely to involve multiple potential defendants, multi-policy exposure across auto and product liability coverage, and technological investigations into vehicle data.

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Fire resistance and regulation

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Capacity to complexity

Falling rates and abundant capacity continue to benefit UK commercial property buyers in 2026. However, insurers are sharpening their focus on risk quality as new exposures reshape the underwriting landscape

The UK commercial property insurance market continues to favour buyers in early 2026, although the pace of softening is beginning to moderate. According to *Marsh's Global Insurance Market Index*, global commercial insurance rates fell by 5% in Q1 2026, marking the seventh consecutive quarterly decline. UK rates decreased by approximately 8%, with property insurance leading the trend through reductions of around 10%.

This aligns with findings from Aon, which reported that during Q4 2025 many UK property insurance buyers achieved reductions of between 11% and 20%, with well-managed risks seeing decreases approaching 30%. Aon attributes this to strong insurer competition, favourable reinsurance conditions and a relatively benign natural catastrophe year.

Despite these favourable pricing conditions, both brokers emphasise that underwriting discipline remains firmly in place. Insurers are not indiscriminately reducing rates; instead, they are targeting high-quality risks and maintaining a clear focus on exposure management. Insurers expect comprehensive, high-quality data on exposures, controls and risk improvements.

Key growth areas

The UK logistics and industrial sector remains a key area of focus for property insurers. According to the BNP Paribas *UK Logistics Market Review Q4 2025*, demand for large-scale industrial units exceeded 30 million sq ft over the year, reaching 31.7 million sq ft – up 16% y-o-y. Logistics transactions accounted for approximately 70% of all big-box deals in Q4 2025, underlining the sector's dominance, with the Midlands, Yorkshire and the Humber and the South West seeing particularly strong growth.

The expansion of datacentres represents one of the most significant structural shifts in commercial property risk. According to analysis from Allianz Commercial, global investment in datacentre infrastructure could reach up to US$7 trillion by 2030, driven largely by demand for artificial intelligence and cloud computing.

Allianz notes that these facilities introduce highly specialised risks that differ markedly from traditional property assets. These include significant and continuous power demand, which can strain existing grid infrastructure; construction complexity, requiring bespoke design and engineering; fire and heat risks associated with dense server environments; and heavy water usage for cooling, with large facilities consuming up to 19m litres a day.

To mitigate power-related risks, operators are increasingly investing in on-site energy generation, including renewable and alternative energy sources. However, Allianz highlights that this adds further complexity to both construction and operational risk profiles. From an insurance perspective, datacentres often require tailored, project-specific policies due to their scale and unique exposures. Insurers are also mindful of potential overinvestment risks and the possibility of stranded assets if demand projections change.

Persistent property risks

A rapidly growing concern for UK property insurers is the rise in lithium-ion battery fires. According to data collected by QBE Insurance from UK fire services, incidents increased by 93% between 2022 and 2024.

The data shows that UK fire brigades are now responding to at least three lithium-ion battery fires per day. E-bikes were responsible for nearly a third of all incidents in 2024, with 362 recorded fires – double the figure from 2022. QBE also reports significant increases in fires involving electric vehicles (up 77%) and electric scooters (up 32%).

Outlook

Looking ahead, the UK commercial property insurance market is expected to remain broadly favourable for buyers throughout 2026. Marsh indicates that abundant capacity and strong competition will continue to support competitive pricing, although the rate of decline may slow.

In this environment, businesses that combine robust risk management with proactive market engagement will be best positioned to secure optimal insurance outcomes while preparing for future market shifts.

When is fire resistance important?

Rapid growth in large-scale logistics facilities is reshaping construction priorities. As buildings scale, fire resistance strategies are in sharper focus. Aisling Sands, technical director at Kingspan writes

In recent years, one of the few property sectors to have maintained growth is logistics and warehousing, with demand for industrial units showing a 16% rise yearly, according to a report from real estate specialists BNP Paribas. Increasingly, these buildings are being created on a larger scale, with spaces over 100,000 sq ft representing 65% of all existing stock, and an additional 6.5m sq ft of developments due to complete in 2026.

With the increased scale, these buildings present different levels of risk from a potential fire load perspective. Additionally, the rise in robotic automation and AI-driven warehousing, along with initiatives such as battery storage for solar power, adds to the risk of fire events from electrical faults.

The question of when and to what degree the building envelope needs to be fire-resistant, therefore, is a crucial one.

Fire resistance is not the same as non-combustibility

Before looking at both the regulatory requirements and current guidance, it is important to clarify that reaction to fire and fire resistance are very different performance criteria.

Construction products are currently characterised for reaction to fire under the Euroclass system (EN 13501-1), rating their combustibility from A1 (non-combustible) to F (easily flammable). A2 is also considered non-combustible but may issue a limited amount of smoke or droplets, which are denominated by an 's' and a 'd'. For example, A2, s1-d0 is non-combustible with low smoke emissions and zero droplets. A 'B' rating indicates very limited contribution to fire, so a product with a B, s1-d0 rating is characterised as combustible, but with very minimal impact on fire spread or propagation.

Things get more complicated when looking at a building's fire resistance. The simple route would be to use A1/A2-rated, non-combustible materials. However, some materials, such as glass mineral fibre, are classed as non-combustible, but in a fire, their structural integrity alters. This means that a wall classed as fire-resistant could become severely compromised, allowing fire to pass through and spread, even though the materials themselves are not involved in the fire. By comparison, some B-rated 'combustible' materials, such as advanced PIR, can provide high levels of fire resistance and readily meet the test requirements for a fire-resistant structure.

When do you need a fire-resistant wall?

Fire resistance means preventing the spread of fire to other buildings or between parts of the building. The majority of the building envelope doesn't need to be fire resistant, so other performance criteria, such as thermal efficiency, durability, and sustainability, may take precedence, once the fire performance requirements have been met. However, there are two key areas where fire resistance may be required. The first is internal compartmentation for managing potential fire spread, the second relates to proximity to other buildings – the 'Relevant Boundary'.

What is a Relevant Boundary?

Every building has a Relevant Boundary adjacent to its external walls, but this can take several forms. It can be the legal boundary of the site, a public highway, railway or waterway, or it can be a notional boundary with another building on the same site. The requirement for fire resistance depends on the distance between the Relevant Boundary and the external wall. If the distance is great enough that a fire breaking through the external wall would not spread across the Relevant Boundary, then the external wall can be specified as 100% unprotected area (100% UPA).

If the Relevant Boundary is 1 metre or less, the external façade needs to be 100% protected (0% UPA). In between, there is a wide range of degrees of protection that may be required.

If the external wall is part of the supporting structure for floors, it needs to be protected to maintain the structural integrity of the building. If there is no or limited internal compartmentation, the external walls may also need to be protected.

The next step is to understand what tests and standards should be used to assess fire resistance.

Regulations, tests and standards – what's new?

As fire safety standards evolve, understanding how fire resistance is defined, tested and regulated is vital for compliance, performance and practicality. Aisling Sands, technical director at Kingspan writes

We've looked at fire resistance and when it might be needed, but how is it measured and what are the current requirements in regulatory terms? Part B of the Building Regulations, England sets out the overall imperatives for the fire performance of buildings, and Approved Document B2 provides detailed guidance on how to comply with those requirements for non-domestic buildings. It is important to note that Scotland, Wales and Northern Ireland each have their own set of standards, although they follow the same general principles, and Wales, in particular, closely follows the guidance in England.

The regulatory guidance has been under review for a number of years, with regular updates being published, so it is essential to check that the latest version is being adhered to. For example, the current version of Approved Document B, which was published in 2025 (at the time of writing), includes colour coded amendments that are being introduced in 2026 and 2029. A further consultation is due to be concluded in July 2026. Whereas Part B of the Building Regulations is mandatory, the Approved Documents are not, and alternative routes to compliance may be sought following a fire engineering approach, provided it can be evidenced that the objectives of the regulations have been met.

From the point of view of fire resistance, a significant change that is coming into play from 1 September 2029 is that the long-established British Standard, BS 476-22:1987 will no longer be an acceptable route to demonstrate fire resistance capability in building materials and constructions for non-loadbearing walls. Instead, the requirements of European standard BS EN 13501-2: 2016 must be met, which involves a different set of tests, including BS EN 1364-1:2015. Consequently, some products and materials that have previously passed the BS476 tests may not be capable of meeting the performance requirements of BS EN 13501-2, although there are many similarities between the two test methodologies.

How is fire resistance measured?

Whichever test standard is being used, the fire resistance of a product or system is measured in minutes and expressed in two parts – integrity and insulation. Integrity (E) is the ability of the specimen being tested to prevent fire breaking through for a minimum period of time, and insulation (I) is its ability when exposed to a fire on one side to prevent the transfer of heat through to the other side. So, a non-loadbearing wall that has a fire resistance rating of EI 30 can achieve 30 minutes Integrity and Insulation. Under BS EN 13501-2, a third category is included for loadbearing elements of a construction, designated by the letter R – resistance to collapse, or loadbearing capacity. An example might be the minimum requirement for a fire resisting construction that encloses a place of special fire hazard, which is REI 30, from each side separately.

"Regulatory guidance for fire resistance has been under review for a number of years, with regular updates published"

The requirements vary considerably depending on the different factors such as use, size and location. Under Approved Document B Volume 2, 2019 edition incorporating 2020, 2022, 2025, 2026 and forthcoming 2029 amendments, the minimum fire resistance requirements for an industrial building without a sprinkler system range between 60 and 120 minutes, and with a sprinkler system of between 30 and 60 minutes, depending on the height of the building. This applies to both compartment walls and where a degree of fire resistance is needed for the external wall because of proximity to a relevant boundary.

From an insurance perspective, longer periods of fire resistance may be asked for, but it is important to ensure that this is proportionate to the level of risk involved to avoid over-specification.

Photography: Dan Burton

The Stakehill Industrial Estate in Middleton, Greater Manchester, England

What is the difference between BS 476-22 and BS EN 1364-1?

BS 476-22 is the current UK Standard that specifies the criteria for evaluating the fire resistance of non-load bearing walls, and provides the classification system for the performance of the tested elements.

Test procedures involve subjecting samples to a high-temperature furnace, that can quickly reach up to 1200°C, simulating real fire conditions. The temperature is increased based on a predetermined time/temperature curve. Throughout testing, observations are made to evaluate the product's integrity and insulation performance. From this, the results are compiled into a report that provides a comprehensive overview of how well the sample handled the high temperatures. If a product meets the criteria for both integrity and insulation, it successfully passes the test. However, if either category results in a failure, the product is considered to have failed overall.

BS EN 1364-1 is a harmonised European standard that details test methods for assessing the fire resistance of non-loadbearing walls. The specification evaluates the test sample's ability to resist the spread of fire from one side to another.

Notably, EN 1364-1 distinguishes itself as a more rigorous standard for testing the fire resistance of non-loadbearing walls when compared to British Standards. The procedure includes an optional sampling visit, during which an authorised body oversees the specimen's manufacture. Subsequently, the specimen is delivered to the laboratory, conditioned for testing, surveyed, and instrumented with thermocouples strategically placed on the non-exposed side to measure average and maximum temperatures.

The testing phase evaluates integrity, insulation, and radiation performance, with the specimen required to withstand fire from one side without a cotton pad placed on the other side igniting. In addition to this more rigorous approach, EN 1364-1 undergoes regular review and updates, whereas BS 476-22 has had no significant updates since its publication in 1987.

Getting the balance right

Understanding the difference between how products react to fire and how effectively they can help to resist fire spread is key to managing risk whilst supporting the creation of buildings that will continue to deliver on multiple fronts over their lifetime. Always bear in mind that tried and tested 'combustible' products and systems may be able to offer better solutions than some 'non-combustible' ones when it comes to fire resistance.

Charles Taylor

Interconnected risks are redefining insurance

An interview with Robert Paxton

The risk landscape isn't just becoming more complex – it's becoming more connected. We spoke to Robert Paxton, global head of strategy and business development at Charles Taylor, about why that shift represents one of the insurance industry's biggest structural challenges in a generation.

Why is interconnected risk such a defining issue right now?

Because the foundational assumption on which our industry was built no longer holds. For a century, we've operated as if risks are largely independent events – we've assessed them that way, and we've organised ourselves into silos to manage them that way. Reality tells you that this assumption is now an actuarial error. Climate, cyber, geopolitical – none of these sits in isolation anymore. They interact, they amplify each other, and they cascade in ways our models weren't built to anticipate.

Can you give a concrete example?

Baltimore is the one I keep coming back to. March 2024, one-thirty in the morning – a 984-foot container ship loses power leaving port and hits the Francis Scott Key Bridge. The bridge collapses. Six workers lose their lives. Within hours, the market is processing claims across marine hull, P&I liability, cargo, wrongful death, environmental contamination and bridge property, where Maryland's insurer paid out its US$350 million limit. The port handled US$80 billion in foreign cargo the year before; it shut down for eleven weeks, and business interruption cascaded into trucking, auto, coal and cruise. One ship, one bridge, seven coverage lines, billions in disputed liability. And four months later, CrowdStrike pushes a defective software update, 8.5 million Windows devices crash globally, and the same structural failure plays out from a completely different direction.

Is this a pattern rather than a series of one-offs?

It's a pattern, and now well established. Baltimore, CrowdStrike, the Los Angeles wildfires, the Red Sea – in each case, the industry was carrying exposure to a global network through coverage written for local, independent risks. That's a fundamental mismatch of capital and exposure. The interesting question isn't just "is risk interconnected?" – everyone in the market knows the answer. The

interesting question is how can the insurance value chain fully correct for it and why hasn't it done it yet.

So why hasn't it?

Well, the specialisation that built our market was genius – not a mistake. We became extraordinary at vertical expertise: property, casualty, marine, cyber. For decades, that worked beautifully. But the world has reorganised itself, and what it now demands is horizontal understanding – the ability to see risk as it actually flows across those verticals. That's an honest framing, not a criticism. The difficulty of the transition tells you something important: this isn't only a strategy problem; it's an infrastructure problem. Horizontal understanding takes more than good intent when the data you'd need is spread across separate systems that can't talk to each other.

What does the path ahead look like?

A few shifts, really. Moving from linear to networked risk assessment – the question stops being "what is this risk?" and becomes "what is this risk connected to?". Moving from defensive to collaborative intelligence, the answer isn't to abandon specialisation, it's to connect the specialists. The firms that bridge the silos will produce superior outcomes – the ones that don't will keep being surprised. And moving from reactive claims to proactive resilience. Our industry exists to give the world the confidence to take risks. That confidence is only as strong as our ability to see those risks clearly. The conviction is there. The capability is what we need to build – and for those who do, the opportunity is the most significant in a generation.

Robert Paxton
Global Head of Strategy and Business Development Managing Director for Canada
Charles Taylor
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NATIONAL INSURANCE AWARDS 2026

WINNERS' REVIEW

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The winners

Best Workplace in Insurance
Bspoke Group

Placement of the Year
BLW Insurance Brokers Limited

MGA Award - Small/Medium Organisation
Commercial Express

MGA Award - Large Organisation
NBS Underwriting

Insurtech of the Year
The Data Analysis Hub

Insurtech Award – Personal Lines
Paragon

Insurtech Award – Commercial Insurance
IS2

Insurtech Award – Analytics
DynaRisk

Insurtech Award – Motor Specialism
The Data Analysis Hub

Commercial Lines Insurer of the Year
Peach

Commercial Lines Broker of the Year
Brunel Insurance Brokers

Commercial Lines Broker Claims Team of the Year
Quality Care Group

Commercial Lines Specialist Broker of the Year
Brunel PI Brokers

Commercial Lines Insurer Claims Team of the Year
Travelers

Personal Lines Broker of the Year
Atec

Personal Lines Insurer of the Year
insurance2go

The winners

Personal Lines Specialist Broker of the Year
Got You Covered

Cyber Product of the Year
Cowbell

Claims Initiative of the Year
Acumen Claims

Schemes Broker of the Year
Everywhen

Communications Team of the Year
PJ Hayman

Innovative Product Award
esure Group

Innovative Product Award – in Partnership
SambaSafety & Aon

Initiative of the Year
Everywhen

ESG Award
Europcar Mobility Group UK

Growth Company of the Year
DOA Underwriting Ltd

Insurance Recruiter of the Year
Lawes Consulting Group

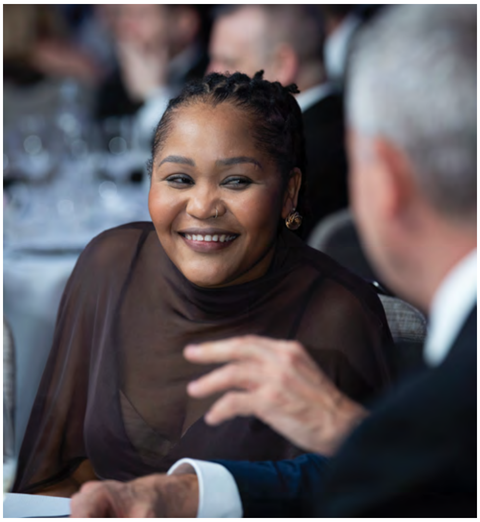
Loss Adjusting Award
Acumen Claims

Pet Insurance Award
Insure Your Paws

Travel Insurance Award
Total Travel Protection

Breakthrough Talent in Insurance
Chris Membry, esure Group

Lifetime Achievement
David Oliver, DOA Underwriting



Best Workplace in Insurance

WINNER: Bspoke Group

Craig Hunter, chief operating officer, and the Bspoke Group team; pictured with Olivia Richardson, events marketing manager, Perspective Publishing; and awards host Ivo Graham

The judges said: In one of the most competitive categories of the awards, this year's panel was impressed by Bspoke Group's clear focus on culture and engagement. By reducing stigma and making genuine commitments with real impact, Bspoke demonstrated how the insurance industry can truly walk the talk.

The entry: Bspoke Group was built to deliver distinctive insurance solutions through the strength of equally distinctive people, and recognises that true competitive advantage lies in the talent, creativity and care of its colleagues. Following a period of significant growth, Bspoke Group successfully unified multiple specialist businesses into one cohesive organisation. This brought together a diverse mix of skills, perspectives and working styles across locations and hybrid environments. In response, the group prioritised creating a strong, shared identity where all colleagues felt connected by common values, purpose and direction. Over the past year, Bspoke strengthened its commitment to its people through major well-being and inclusion initiatives. The launch of the Bspoke Wellbeing Hub in July 2025 marked a significant step in supporting colleagues' mental, physical, financial and social well-being. The introduction of the Diversity and Inclusion Network reinforced a culture where every individual felt valued, represented and empowered. These initiatives underpin a workplace culture focused on well-being, inclusion and respect, ensuring Bspoke Group remained a supportive, engaging, and forward-thinking place to work.

Commenting on the win, Craig Hunter, chief operating officer, Bspoke Group, said: "Winning Best Workplace in Insurance at the National Insurance Awards is a proud moment for everyone across the Bspoke Group. This recognition reflects the culture we are building together – one that puts people at the centre of our business and creates an environment where individuals feel supported, valued and able to perform at their best.

"Over the past 12 months, we have made further investment in our people – strengthening colleague engagement, expanding development opportunities and building a more inclusive and connected culture through initiatives such as our Diversity and Inclusion network. These are not standalone activities, but part of a long-term commitment to creating a workplace where our people can thrive.

"This award is a direct reflection of the effort our teams have put into building a culture we can all be proud of. We know that when our people are engaged, supported and empowered they thrive, which drives better outcomes for our customers and our business. We see this as an important milestone, but also as a foundation. We remain focused on continuing to evolve our culture, invest in our people and build a business where ambition, collaboration and opportunity go hand in hand."

bspokegroup.co.uk

bspoke group

Personal Lines Insurer of the Year

WINNER: insurance2go

The insurance2go team, pictured with their award

The judges said: In selecting the winner for this category, the panel recognised a strong submission that harnessed gadget challenges and incorporated cyber risk in an innovative way.

The entry: As a specialist in mobile phone and gadget insurance, insurange2go has demonstrated that a focused provider can outperform larger competitors through agility, clarity of proposition, and disciplined execution.

Relative to its size and scope, insurance2go has achieved outstanding results. A Net Promoter Score of 79 significantly exceeds industry norms, while a 93% claims approval rate highlights a transparent and customer-first approach. A Trustpilot rating of 4.7, based on over 9,300 reviews, reflects sustained customer trust and satisfaction. Strong digital performance, including high website traffic and a robust backlink profile, further reinforces its market presence and brand visibility.

Over the past year, the business has delivered against key strategic objectives. It became the first UK insurer to integrate CyberAware technology into every new policy, enhancing customer protection against digital threats. The introduction of multi-gadget discounts addressed evolving household needs, while recognition by MoneySavingExpert confirmed the competitiveness of its pricing and overall value. Through operational efficiency, product innovation, and a clear commitment to customer value, insurance2go continues to differentiate itself in a highly competitive personal lines market.

Reflecting on the win, Lorraine Higham, CEO, SPB UK, said: "Winning Personal Lines Insurer of the Year at the National Insurance Awards 2026 is a huge moment for SPB UK and a strong endorsement of what we've built with insurance2go. At its core, this is about getting the fundamentals right – simple products, fair pricing and high service standards.

"insurance2go is designed to cut through the noise. Straightforward gadget cover – whether a single device or multiple items – for consumers and businesses. We've focused on making the journey easy, the pricing competitive, and the support responsive, reliable and easy to access – all underpinned by modern claims technology that enables fast, fair and consistent outcomes. The combination of a 4.7 Trustpilot rating, an average NPS of 79, and service performance metrics tells us we're delivering where it counts and building real customer trust.

"We see this as a milestone, not a finish line. The focus now is on building from here: investing further in the platform, growing our multi gadget offer, and using data and technology to keep improving the experience without losing pricing discipline. Backed by SPB Group – a European leader in embedded insurance, we're in a strong position to keep growing, strengthening partner relationships, and continuing to raise the bar in personal lines insurance."

insurance2go.com **spbuk.com** **spb.eu**

insurance2go

spb

Pet Insurance Award

WINNER: Insure Your Paws

Nicola Loader, product manager, Cover-More Europe, James Cernuschi, underwriter at Burns and Wilcox, Andrew Simpson, head of pet insurance, Cover-More Europe, Matt O'Reilly, UX/UI manager, Cover-More Europe, and Kazi Rahman, lead business analyst, Cover-More Europe, pictured with awards host Ivo Graham

The judges said: In selecting a winner for this category, the judging panel recognised outstanding innovation, a commitment to customers and their pets, and exceptional results.

The entry: This winning entry highlighted the transformation of Insure Your Paws to meet the evolving needs of pet owners. Focusing on the insurer's modular product design, which enables customers to personalise their cover and select vet fee limits that suit their pets as well as a range of optional add-ons – meaning customers only pay for what they need. The entry also highlighted how cover has expanded to more than 800 breeds, including designer breeds and older pets, as well as offering a choice of vet fee cover up to £20,000 – one of the highest available in the market.

A key aspect of Insure Your Paws' award entry centred around its redesigned website, which prioritises customer experience, making the quote and buy process intuitive and straightforward. Over the past judging year, the provider's enhanced claims service, online claims process and improved response times, have driven its Trustpilot score from 3.5 to 4.3, reflecting outstanding customer satisfaction. Further performance indicators also serve to demonstrate the impact this year's winner is making, with website visits and conversion rate both showing significant improvement.

Commenting on the win, Andrew Simpson, head of pet insurance at Cover-More Europe, said: "Winning the Pet Insurance Award at the 2026 National Insurance Awards is an incredible recognition for our team, especially as we mark one year since our relaunch of the brand. This achievement celebrates not just our commitment to excellence, but also our drive to put customers first – allowing pet owners to take control of their cover with our flexible modular product that offers lifetime pet insurance for dogs and cats.

"The past year has been shaped by our dedication to delivering an intuitive, flexible product that addresses the real needs of pet owners today. From a seamless relaunch to ongoing improvements, our team's passion has guided every step of our journey.

"Looking ahead, we are excited to be undergoing our first round of renewals, providing customers with even greater flexibility to review and adapt their policies as their needs change. We remain committed to evolving our offering, expanding our cover options, and growing our business with customer satisfaction as our guiding principle. This award is a milestone that inspires us to continue listening to pet owners, innovating responsibly, and building a product that truly supports their journey as companions and caregivers. Insure Your Paws now sets a new standard for flexibility, transparency and care in pet insurance."

insureyourpaws.co.uk

Commercial Lines Insurer of the Year

WINNER: Peach

Pictured: Ryan Bendelow, director of commercial; Russell White, chief executive officer; Simon Blunden, senior delegated portfolio underwriter; and Nick Dinsdale, director of underwriting, Peach; and awards host Ivo Graham

The judges said: This outstanding entry demonstrated true customer centricity and clear strategy execution in a highly challenging market

The entry: As part of plans to support its growth ambitions, Peach launched in Q4 2024 a three-year strategic plan focused on expanding broker and MGA relationships, broadening its product suite, and rebalancing its portfolio by growing property-led business. As a relatively new commercial insurance brand in a highly competitive market, Peach recognised the need to differentiate clearly and define precisely the type of partners it wanted to work with. This led to a deliberate focus on a niche segment that appeared underserved by larger corporate players: intermediaries seeking to create, enhance or grow schemes below £1 million in GWP. Peach actively targeted brokers and MGAs with specialist expertise, strong knowledge of the cover required for their clients, and a need for a flexible insurer partner capable of co-creating and supporting smaller-scale schemes and delegated authority arrangements. This model enabled partners to retain control over key decisions in the underwriting process, a framework internally described as "underwriting the underwriter".

Peach entered the intermediary market at a time of low trust and inconsistent service standards. In response, it focused on building relationships grounded in shared values, transparency, clear communication and consistent, high-quality service, with the aim of setting a new benchmark for performance.

The winner: Commenting on the win, Ryan Bendelow, director of commercial at Peach, said: "Winning the Commercial Lines Insurer of the Year award at the National Insurance Awards is a proud moment for everyone at Peach. It's a powerful endorsement of the approach we've taken, building a business that puts partnerships and responsiveness at the heart of everything we do. We've always believed that working closely with brokers and MGAs, and truly understanding their needs, is what drives better outcomes, and this recognition reinforces that belief.

"Looking ahead, we see significant opportunity to build on this momentum. We're continuing to expand our commercial broker scheme and MGA partnerships, enhancing existing relationships while bringing new collaborators into the Peach network. At the same time, we're investing in our future through a major brand evolution, with an exciting refresh that will better reflect who we are today and where we're going.

"Growth also means people, and we're focused on increasing the size of the Peach team by bringing in talented individuals who share our mindset and ambition. Whilst we recognise this award as a fantastic milestone, we also see it as a springboard. We remain committed to supporting our partners and shaping a more dynamic, forward-thinking commercial insurance market."

peachinsurance.co.uk

peach

Communications Team of the Year

WINNER: PJ Hayman & Company

P J Hayman's marketing team: Michelle Tressler, Bethany Toon and Suzanne Baugh; pictured with awards host Ivo Graham

The judges said: The judges were impressed by the strength of the ideas in this comprehensive and energetic award entry, which stood out both in terms of creativity and results.

The entry: P J Hayman has evolved over the last 35 years to become a highly respected travel insurance provider with an unrivalled reputation. While founder and managing director Peter Hayman champions people to travel with confidence, his marketing team echoes this ethos through its strategy – its mission to share informative and reliable content with consumers and brokers. In doing so, they help travellers to make informed decisions about their travel plans and bridge the generational knowledge gap around the importance of travel insurance.

Across the judging year, the PJ Hayman marketing team developed a clear and effective communication strategy that reflects how modern audiences consume information. Recognising that many individuals are visual or multi-modal learners, it has adapted its approach to deliver accessible content across platforms including LinkedIn, Facebook and YouTube, ensuring it reaches business partners, customers and brokers in relevant and engaging ways while maintaining clarity and consistency of message. In 2025, the organisation expanded into TikTok to engage younger audiences who increasingly favour short-form and visual content over traditional research methods. Within months, its content achieved over half a million views, combining engaging and educational messaging to reach an underserved segment of the market and strengthen brand awareness.

At the same time, the team has introduced a tailored website, content and a Product Selection Tool for brokers, to simplify product selection, save time, improve efficiency, decision-making and success rates. The team also plays a key role in supporting the Travel Insurance Industry Conference, contributing to communications, operations and delivery for this not-for-profit initiative, helping ensure its continued success and industry impact.

Commenting on the result, Suzanne Baugh, digital marketing specialist, said: "At P J Hayman, we don't just sell travel insurance – we empower people to travel with confidence, whatever their journey. Through engaging and informative communications, we help customers better understand their cover, easing both financial and emotional concerns so they can fully enjoy their trips.

"By staying close to our audience and ahead of emerging travel trends and advisories, our team continually develops innovative ideas that support both travellers and brokers. Collaboration is at the heart of everything we do, enabling us to deliver clear, relevant and impactful messaging. We are proud to have been named Communications Team of the Year, a recognition of our commitment to making travel simpler, safer and more accessible for all."

pjhayman.com

PJHayman
SPECIALIST TRAVEL INSURANCE

Why Work With
P J Hayman Travel Insurance?

HELP YOUR CLIENTS TO TRAVEL, WITH CONFIDENCE

With more than 35 years of experience in the travel insurance industry, P J Hayman has built a reputation for delivering innovative, specialist insurance solutions tailored to the needs of brokers and their customers.

As a small but highly agile business, we pride ourselves on offering a personalised service backed by extensive in-house expertise. Our dedicated Broker Support Team is committed to making brokers' lives easier, helping to source suitable travel insurance solutions quickly and efficiently. Collectively, the team brings over 30 years of product knowledge, providing valuable insight into both our products and the wider travel market. We also offer complimentary product training, ensuring brokers feel confident recommending the right solutions for their clients.

We are proud to work with a diverse range of partners, from independent brokers to large organisations, many of whom have trusted P J Hayman for over 10 to 20 years. Regardless of size, every broker benefits from the same high level of service, with our product specialists going above and beyond to provide a comprehensive range of travel insurance options.

Led by Peter Hayman, our experienced and well-connected team is recognised across the industry for its expertise, integrity, and trusted relationships. When you partner with P J Hayman, you gain more than an insurance provider – you gain a team that is invested in your success. Our marketing support includes a range of sales aids designed to help brokers grow their business, from professionally designed brochures and sales literature to bespoke white-labelled solutions that enable you to deliver a truly specialist service to your customers.

Benefits of Becoming a Partner

- Peace of mind
- Unique travel insurance solutions
- Marketing support
- Commission
- UK broker support team available by phone or email
- Product training available with Head of Business Development

Contact info@pjhayman.com to find out more about becoming a partner today

Innovative Product Award – in Partnership

WINNER: SambaSafety & Aon

Charles Smith, vice-president of product management at SambaSafety, and Marc Spurling, executive director, transport and logistics at Aon; pictured with awards host Ivo Graham

The judges said: SambaSafety and Aon achieved impressive reductions in accident frequency and severity by combining motor data to manage risk across a large fleet of delivery drivers.

The entry: Following exceptional growth, one of the UK's largest retailers expanded its home delivery operation from 6,500 to 23,000 drivers in five years, transforming its operational and risk landscape, and increasing pressure around driver safety, recruitment, training costs and insurance performance. In partnership with Aon and SambaSafety, the retailer implemented a data-driven driver risk management strategy that delivered measurable operational and financial impact. Using SambaSafety's cloud-based platform, the business consolidated multiple data sources into a single weekly Risk Index, providing an objective assessment of driver risk across the fleet. The solution digitised driver risk identification and intervention workflows, ensuring support was targeted. Driver trainers gained personalised insights to support more effective coaching, while high-risk behaviours were identified and addressed consistently. Combined with Aon's claims and insurnce expertise, the enhanced data enabled faster decision-making and reduced unnecessary claims costs.

Reflecting on the win, Charles Smith, vice-president of product management at SambaSafety, said: "Great recognition for a brilliant team. Working with Marc and the Aon team has been an example of what a true partnership should be, working tirelessly and constructively to build something that neither one of us could achieve alone. The award recognises the success that comes from SambaSafety and Aon's common focus on delivering measurable value to clients.

"The result has been a significant reduction in claims, made possible by a collaborative, data-driven approach to consultancy and driver safety management. This initiative has truly demonstrated the power of technology in improving fleet safety, the strategic benefits of sharing expertise, and the immense value that can be delivered to customers as a result."

Marc Spurling, executive director, transport and logistics at Aon, added: "We are pleased to receive the recognition from industry peers for the value we were able to deliver for our client. Our partnership with SambaSafety is based around complementing our different expert capabilities and technical knowledge to fundamentally change the way we advise clients on the risks from on-road operations.

"Obtaining insight from commercial motor data is increasingly complex and difficult for insurance and fleet managers to achieve, especially given the time, resource and cost constraints many clients have. Solving this challenge was central to our approach. Demonstrating success and value for our clients was great validation. Recognition from the industry further rewards the hard work of our teams who helped make this happen."

sambasafety.com **aon.co.uk**

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Enhance Your Fleet Insurance Solutions with a Single Data Platform
Quantify exposure, create better risk strategies and control loss costs with the power of holistic fleet data
• Aggregate fleet telematics, licence data, NIPs, PCNs and claims history for a comprehensive view of risk
• Assess risk holistically and track improvement using our straightforward Risk Index
• Deepen your risk advisory, supporting clients in creating effective driver safety strategies
• Deliver measurable reductions in claims and make future risk more predictable than ever
• Engage clients in an ongoing, consultancy-led safety programme, simplifying renewal
Find out why more than 3000 brokers, insurers and agents trust SambaSafety.
For a deeper look at how our capabilities can supercharge your fleet insurance offering, contact our expert team for a demo.

Travel Insurance Award

WINNER: Total Travel Protection

From Ancile Insurance Group: Emma Keaveney, pricing analyst, Masa Mwanza, strategic management accountant, Alex Spencer, head of digital marketing, Maria Hughes, marketing executive, Isabel Salter, graphic and digital content designer, Laura Davis, HR and L&D manager, Sacha Avey, business analyst project manager, Simon Trott, chief executive officer, Sarah Findlay, marketing director, Chris Payne, chief operating officer; pictured with Steve Turner, sales manager at Perspective Publishing; and awards host Ivo Graham

The judges said: Total Travel Protection continues to improve its offering for travellers with pre-existing medical conditions with the launch of its annual policies, as well as cruise policies.

The entry: A lack of differentiation in medical screening technology across the insurance market disproportionately affects travellers with pre-existing medical conditions, often leaving them with the choice of either paying prohibitively high costs or travelling without cover. Total Travel Protection uses an alternative medical screening system to assess risk, which can produce materially different pricing outcomes and, in some cases, lower premiums.

By challenging the dominant market approach, Total Travel Protection has created greater choice for customers, enabling thousands of people to secure cover at an accessible price. Initially, the company offered only single-trip policies as it introduced and tested its new pricing technology in a controlled way. Customer feedback, particularly via social media, highlighted strong demand for annual multi-trip and cruise cover. In response, Total Travel Protection launched both products in the judging year.

Annual and cruise policies now make up 30% and 14% of total sales, respectively. These two new products have helped to drive a 150% year-on-year increase in GWP, with Total Travel Protection strengthening its position in the higher-risk segment of the market.

Commenting on the win, Sarah Findlay, marketing director at Ancile Insurance Group, said: “We are so proud to win our third National Insurance Award. We have experienced fast growth as a brand with strong customer loyalty, repeat business, and a five-star rating on Trustpilot from over 4,882 reviews. Our aim for the future is to keep empowering customers with pre-existing medical conditions to enjoy their holidays with confidence and at a fair price.

“We continue to monitor customer feedback to ensure that we are providing the services that are important to them.

“Looking ahead to 2026, we are planning a pay monthly option, something else that has been requested.

“It is an honour to win a National Insurance Award in recognition of our aim to provide a better choice for travellers with pre-existing medical conditions.”

ancileinsurance.com

Total Travel Protection®

Commercial Lines Insurer Claims Team of the Year

WINNER: Travelers

Chris Barker, head of distribution, UK and Ireland, Travelers Europe; pictured with commercial manager at Perspective Publishing, Steve Turner, and awards host Ivo Graham

The judges said: In their winning entry, this claims team consistently exceeded the expectations of its customers, delivering professional, client-focused outcomes – showing the impact of dedication, and impressing this year's panel of judges.

The entry: The Value-Added Services (VAS) Claim Europe team has driven exceptional growth through innovation and measurable impact over the past judging year. The team has expanded significantly since 2021, strengthening its capabilities and delivering consistently strong outcomes across the business.

Its strategic diversification into seven distinct service areas, alongside innovative approaches. including AI integration, Claim Change Agent networks and expansion into new territories – including Ireland – demonstrate a clear commitment to continuous improvement and market leadership. In addition, referrals increased by 30% from 2023 to 2024, with a further 20% rise in Q1 2025.

With numerous Be Valued recognitions and strong testimonials from senior leadership including the chief claim officer, CRM director and CFO, the VAS team has transformed claims strategy through technical expertise, collaborative spirit and commitment to value creation. This combination of strategic vision, operational excellence, innovation, customer focus and measurable results ensure Travelers' place among the leading names in the insurance industry.

Commenting on the win, Chris Barker, head of distribution, UK and Ireland at Travelers Europe, said: "We're really pleased to be recognised as Commercial Lines Claims Team of the Year. This award reflects the progress we've made across our claims organisation in Europe, which has grown and developed under Judy O'Neill's leadership as vice-president of claims.

"Judy has set a clear direction for claims focused on strong technical delivery, while also making sure we're practical, responsive, and easy to work with for both customers and brokers. Over the past few years, that's meant investing in specialist expertise, improving how our teams work together and finding better ways to deliver outcomes.

"That's now coming through in the service we provide. We're resolving claims more efficiently, working more closely with brokers and looking for solutions that genuinely help customers move forward, rather than just following a standard process.

"It's also about being consistent – delivering the same high standard of service across different lines of business and increasingly complex claims. This award reflects the collective effort across the team and the culture that's been built – one that encourages people to think differently, work together and keep improving. We're proud of what's been achieved and looking forward to building on this."

travelers.co.uk

TRAVELERS

Industry views

Dr Matthew Connell is director of policy and public relations at the Chartered Insurance Institute

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Chartered Insurance Institute
Standards. Professionalism. Trust.

One of the huge benefits of insurance, which sets it apart from many other sectors, is its ability to make everyone's life safer through high standards of risk management. There are times when insurers' insights are sadly ignored, such as the warnings they raised about flammable cladding in the years before Grenfell – so it is doubly welcome when members of the public recognise the contribution they can make.

One call for insurers to be more involved in safety risk management came from Toni Purcell, the mother of Harry Purcell, who was involved in a fatal car accident in April 2023, when he was riding in a car with a 19-year-old driver.

She talked about using telematics more widely to help prevent accidents involving young drivers. She told the BBC:

"I think a young driver who has a black box is prevented from driving in a manner that is dangerous, can cause harm to passengers and themselves. They can't speed, they can't drive dangerously, they can't drive carelessly and it's something that's already in existence so why not utilise that system…?"

In December last year, Linda Karen Hadfield Lee, HM Acting Area Coroner for Coventry and Warwickshire, took up this point. She asked insurers to consider how they could take a more consistent approach to both communicating to young drivers the need for telematics, and using technology to monitor young people's driving more systematically.

There is, of course, a risk that mandating prescriptive standards around telematics may create issues of its own. It could entrench the profession into using outdated technology or methods of communicating with customers that ignore new psychological insights.

However, there are still ways in which the sector can adopt more consistent best practice, without any new regulation being created. The Financial Conduct Authority's approach to vulnerability requires financial services firms to adopt reasonable adjustments for groups of consumers who may be at greater risk of harm because of low financial capacity, low financial resilience, life events, illness or disability.

There is a strong argument that young drivers and their families are more vulnerable than other motor insurance customers. This is not only because being a new driver is a life event that carries new financial and safety risks, but also because new drivers often have lower levels of financial resilience, which may increase risks (for example, if they are not able to afford vehicles with non-compulsory safety features).

Equally, there is a strong argument that insurers should develop ever more sophisticated approaches to younger drivers that will help them to overcome these risks, for example through creating better incentives for customers to use telematics or using data more effectively to manage risk.

In the past, insurers have rightly expressed frustration and regret that their insights into public safety have not been taken seriously enough. With telematics, insurers have an opportunity to use their insights to improve risk management and save lives.

Stephen Sidebottom is chairman of the Institute of Risk Management

In association with

irm

In most organisations accountability is expressed through the application of consequences. Something happens, a decision is made, a behaviour is observed, and an outcome follows. The organisation evaluates that outcome and applies a response with the intention of reinforcing what it wants to see and discouraging what it does not. The logic is clear enough, but what receives less attention is what happens next.

When something goes wrong, consequence management does not simply close an issue; it becomes part of the system that shapes future behaviour. People respond to both the formal rule and to how that rule is experienced in practice. When accountability is seen as fair and consistent, it can strengthen clarity about expected behaviour. Where different standards appear to apply in different situations, people will draw their own conclusions about what really matters.

Behaviour then shifts in unintended ways as people become more focused on their own exposure, more selective about what they raise, and potentially more cautious about how they engage. Focus moves subtly from addressing the problem to managing the implications of being involved in it.

This is how feedback loops take shape. In one direction, reinforcing behaviour that supports good judgement means that people surface an issue early, challenge constructively, and use information to improve outcomes. In the other, issues are still seen, but the conditions for raising them have changed, as people reframe what they know in a way that feels safer.

What's your view? Email the editor at deborah.ritchie@cirmagazine.com

These effects rarely arise from deliberate design. They develop through repeated interactions over time. Behaviour that might once have been questioned becomes more acceptable through exposure, and begins to feel normal in context. This process occurs gradually as people respond to the pressures around them. Each decision may appear reasonable at the time, each action can be justified in isolation, but the cumulative effect alters the boundary of what is acceptable.

In the short term, organisations can usually link actions to outcomes and assign accountability with a degree of confidence. A decision leads to a result, and responsibility appears clear. Over time, however, that clarity becomes harder to sustain. Decisions interact with one another, trade-offs accumulate, and the system begins to produce patterns of behaviour that are not easily traced back to a single cause. When accountability is framed only at the point where an issue becomes visible, there is a risk that individuals are held responsible for outcomes that reflect a much broader set of conditions.

This is where the framework set out in my new book *Fundamentals of People Risk Management* offers a different perspective. It treats consequences not simply as an end point, but as an input into the system. Each decision feeds back into how people interpret risk, how they act under pressure, and how they engage with uncertainty. Understanding this impact requires looking beyond individual events and considering how consequence management operates as part of a wider feedback system, shaping the conditions in which future decisions are made, and therefore the quality of judgement the system is able to sustain.

Holding people to account is often treated as the end of a process. In practice, it is the beginning of the next cycle.

İlke Akçay Bozburun is a partner at PIA Legal, a member of Global Insurance Law Connect

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GLOBAL INSURANCE LAW CONNECT

In an era increasingly shaped by climate change, natural catastrophes have become a global reality, fundamentally influencing not only risk landscapes but also the way industries, particularly insurance, are structured and operate. In this context, Turkey's geopolitical and geological positioning places it at the centre of these evolving dynamics.

The devastating 1999 Marmara earthquake in Turkey ultimately led to the establishment of a compulsory earthquake insurance system and the creation of the Turkish Catastrophe Insurance Pool, DASK. Despite the existence of this scheme, the scope of coverage remains relatively narrow, meaning that broader natural catastrophe risks are predominantly addressed through voluntary insurance solutions that fall under the general provisions of the Turkish Commercial Code and the Insurance Law.

The February 2023 earthquakes placed unprecedented pressure on the Turkish insurance market. Loss ratios surged, while currency depreciation and rising reinsurance costs hardened treaty terms. This market environment has materially reshaped reinsurers' underwriting approach for Turkish risks, leading to a more cautious position. It has resulted in reduced capacity, increased retentions, and a clear hardening of treaty terms, disrupting the balance between supply and demand, and making access to reinsurance protection more challenging. From a contractual law perspective, reinsurance treaties are governed by freedom of contract under the TCC, but subject to mandatory insurance regulations. The tighter terms, more restrictive coverage structures, and stricter exclusions raise potential disputes over interpretation of clauses, particularly in cases where catastrophic losses test the boundaries of coverage.

Reinsurers in Turkey have adopted a more cautious approach, with catastrophe exposure shaping liability underwriting. Yet under Turkish law, events like earthquakes can break the causal link, limiting liability for insurers and insureds. Courts often recognise force majeure, which plays a key role in post-catastrophe risk allocation.

Post-earthquake reconstruction efforts, coupled with the anticipated seismic risk in the Marmara region, particularly in and around Istanbul, have accelerated urban renewal and construction activity. This has also brought construction-related insurance to the forefront, with rising demand for engineering covers and surety bonds – both now critical for managing project risks and financing.

Agriculture, another significant element of Turkey's economy, also faces growing climate risks. Agricultural insurance, supported by a state-backed system, provides premium subsidies and risk-sharing mechanisms and now plays a key role; however, coverage for large-scale catastrophic risks remains limited, highlighting the ongoing need for more comprehensive and sustainable approaches to catastrophe risk transfer.

Turkey's geology and climate mean that its insurance landscape is shifting towards a more disciplined reality, where rising catastrophe risk and tighter market conditions demand precision in underwriting and clarity in contract.

Climate risks rising faster than UK preparedness

The UK faces growing climate-related risks as adaptation efforts lag behind worsening impacts, the Climate Change Committee says, warning that businesses and insurers face mounting financial pressures without urgent action

The UK's Climate Change Committee says climate impacts are escalating faster than the country's ability to cope with them. The independent statutory body, which advises government and reports to Parliament, suggests that costs to businesses will rise if adaptation to heat, flooding and drought is not enhanced.

The committee's latest assessment of the UK's climate adaptation and readiness sets out a stark picture of rising flood, heat and infrastructure risks across the UK, concluding that climate change is already imposing material costs on households, businesses and the financial system, with impacts expected to intensify without a step change in adaptation.

For insurers, the findings reinforce the Prudential Regulation Authority's updated supervisory expectations under SS5/25, underlining that climate risk is no longer a theoretical issue, but a current and financially material risk requiring stronger governance, scenario analysis and proportionate risk management.

The CCC highlights the interconnected nature of climate impacts, spanning property damage, infrastructure disruption, supply chains, labour productivity and life and health, pointing to the need for insurers to move beyond single hazard assessments and adopt more system-wide views of risk. While the report focuses on the UK, it also highlights that similar adaptation gaps and physical risk pressures apply globally, with implications for insurers writing international business.

Julia King, chair of the CCC's adaptation committee, says: "Our lives, our landscapes and our homes are under increasing pressure from the changing climate. But we are not powerless. In an increasingly unstable world, being well adapted to climate change is fundamental to securing our food, energy and economic security. This report carries a message of hope. The solutions already exist, and proven technologies are available now to help the UK adapt effectively. With the right decisions and actions, we can protect the people and the places we love."

Cormac Bradley, senior actuarial director at insurance risk and actuarial advisory firm Broadstone, adds: "This report marks an important shift from climate risk awareness to climate risk readiness. As Parliament's independent climate advisers, the CCC is clear that climate impacts are already affecting the economy and financial system.

"For insurers, this provides a strong evidence base to identify what is genuinely material, and to strengthen climate risk frameworks in line with the PRA's SS5/25 expectations. The message is no longer about future risk; it is about how firms are managing climate risk today."

It is almost 20 years since the Climate Change Act was passed, over which time the UK has reduced greenhouse gas emissions by 42%. Progress on preparing for the changing climate has been less successful, the report notes.

The Climate Change Committee's report *The Fourth Independent Assessment of UK Climate Risk (CCRA4-IA)* may be read in full at: https://www.theccc.org.uk/publication/a-well-adapted-uk/

Climate connections and cost amplifications

Infrastructure systems are increasingly connected. According to the CCC's report, by 2050, under 2°C of global warming, weather-related infrastructure damage and service disruption could be common.

The accompanying *CCRA4-IA Technical Report* identifies several connections within the infrastructure sector. For example, there is high reliance on supply from the energy system across other parts of the sector, including transport, water supply and digital and telecoms. The infrastructure system is also connected with other sectors. For example, high temperatures during the July 2022 heatwave led to cooling system failures at datacentres supplying two major London hospitals, leading to large numbers of treatment delays and resulting in £1.5m in additional costs to the NHS (2025 prices).

The land, nature and food sector is also highly connected. Agriculture, forestry, fisheries and aquaculture industries rely on healthy and functioning ecosystems. Climate-related impacts on ecosystems cascade into these industries, affecting the wider economy.

Source: *The Fourth Independent Assessment of UK Climate Risk (CCRA4-IA)*


Image : LFM Visuals / Shutterstock.com

York is inundated as Storms Ciara and Dennis leave flooding in their wake

BUSINESS CONTINUITY SOFTWARE

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CLDigital 360 is a leading no-code enterprise risk and resilience platform that empowers organizations to manage risk, resilience, and compliance while improving operational performance. The platform offers built-in BI for real-time insights, automated workflows, and over 100 integrations, including ServiceNow, Workday, and SAP. It also supports emergency notifications via Everbridge, F24, and Twilio, ensuring effective communication during critical events.

Our AI capabilities, including generative AI, machine learning, and custom models, enhance productivity by automating processes and analyzing complex data for informed decision-making, improved accuracy, and faster response times.

CLDigital 360 delivers comprehensive out-of-the-box solutions, including Enterprise Risk Management (ERM), operational resilience, business continuity, disaster recovery (DR), crisis management, and Third-Party Risk Management (TPRM). The platform supports the entire resilience lifecycle—from Business Impact Analysis (BIA) and strategy development to setting impact tolerances, automating testing, and tracking KPIs and KRIs to meet resilience goals.

Adhering to ISO 22301, NIST, FCA, and DORA standards, CLDigital 360 ensures compliance and best practices. Available via Cloud SaaS or on-premise with FedRAMP options, it provides the flexibility, security, and scalability to navigate exponential risk while accelerating ROI.

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Fusion Risk Management is the leading provider of enterprise resilience software that empowers our customers to be agile in times of cascading crises. We help organizations drive the proactive business continuity and risk strategies they need to face growing threats and ensure their operations can bend but not break when faced with any challenge. More than 400 global organizations rely on Fusion's solutions to unify risk across their enterprise, make data-driven decisions, and work seamlessly with their critical third parties to sense risks and mitigate disruptions.

Our focus is enterprise resilience – encompassing operational resilience, business continuity management, IT disaster recovery, crisis and incident management, third-party risk management, and risk management. Fusion seeks to help companies anticipate, prepare for, respond to, and learn in any situation by equipping them with the software solutions they need to be successful.

With our platform, organizations are able to make confident decisions with speed and precision so that leaders can proactively manage what's to come. And with Great Hill Partners, we have the resources to continue expanding in all areas of the growing market. Learn more at www.fusionrm.com.

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Shadow-Planner from Wavenet is a multi-award-winning business continuity management platform designed by practitioners, for practitioners. Built around ISO 22301 and the Business Continuity Institute's Good Practice Guidelines, it delivers comprehensive functionality to support the entire business continuity lifecycle, from impact analysis and strategy development to planning, exercising, and reporting.
With powerful dependency mapping throughout your business, including important business services, Shadow-Planner provides a dynamic graphical view of your upstream and downstream dependencies and highlights any capability gaps, enabling you to create plans and playbooks, schedule and track exercises, capture observations, and monitor programme performance through an intuitive dashboard. There is even an emergency communications module providing emergency SMS and emails to all or targeted staff in an emergency.
Its award-winning mobile app ensures critical information reaches the right people at the right time, helping teams act quickly and confidently in any situation.

Developed from decades of real-world experience, Shadow-Planner takes the pain out of continuity management, empowering your teams to work smarter, respond faster, and meet resilience commitments efficiently and cost-effectively.

Core Functionality:

- Business impact analysis (BIA).
- Dependency mapping.
- Real time data gap analysis.
- Strategy design.
- Business continuity planning & playbooks.
- Exercise planning & management.
- Programme management dashboard.
- Mobile application.
- Emergency communications.

BUSINESS CONTINUITY, DISASTER RECOVERY & ALWAYS ON INFRASTRUCTURE

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The FortressAS team are expert in the provision of Operational and Cyber Risk and Resilience services.

Working along the lines of the NIST Framework, we focus on reducing the risk of disastrous events and mitigating the impact of these events when they do happen.

Our services span:

- Advisory (BC and Cybersecurity)
- Managed Services (Endpoint Detection and Response – ED&R, Virtual CISO)
- Solutions (ED&R, Threat Correlated Vuln Management, Identity, Insider Threat)
- Infrastructure Services (DRaaS, BaaS and Workplace Recovery)

We focus on delivering high quality services and those with a high ROI.

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You can protect what matters most to your business and recover quickly from any disruption with the help of our 30 years' experience as a business continuity leader. From identifying and managing risks to planning and provisioning for uninterrupted operations, we help you build true resilience.

Consultancy Services
Our certified consultants provide expert guidance across business continuity, operational resilience, IT service continuity and cyber resilience. We help you produce or validate your BIAs & plans, design and run crisis management exercises, benchmark you against best practice and run security health checks, advising on every aspect of your critical operations.

Business Continuity Planning & Supply Chain Risk Management
Powered by our award-winning Shadow-Planner software and BCI-certified specialists, we help you map, mitigate and report on critical dependencies within your organisation, ensuring nothing is overlooked.

Data Protection
Whether you need backup, replication or recovery, self-service, co-managed or fully managed, we deliver flexible solutions via the cloud, remotely or on-site. We also support testing, rehearsals and documentation of your recovery strategy.

IT & Data Recovery
In times of crisis or planned standby, we provide industry-leading recovery and rapid replacement IT infrastructure, delivered physically, virtually or from the cloud.

Work Area Recovery
Our fully resilient UK facilities provide always-ready workspace and infrastructure to keep your teams operational. Whether adapting to hybrid work models or changes in real estate, we ensure continuity, confidence and peace of mind for your customers and stakeholders.

BUSINESS CONTINUITY LOGISTICS

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CMAC Business Continuity Transport makes moving your people safely, simple. We believe that everyone should be moved safely, whether it is in an emergency or as a planned exercise. We want everyone to feel secure in the knowledge that if they can no longer work at their usual location, they will be safely moved, just by making one phone call to our 24/7/365 call centre. We were established in 2007 and have become the UK's leading dedicated provider of business continuity transport.

RISK MANAGEMENT SOFTWARE SOLUTIONS

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F24 is Europe's leading SaaS provider specialising in emergency management and critical communication solutions. With 25 years of industry experience, F24 has established itself as a trusted partner for organisations, helping them navigate crises with confidence and efficiency.

FACT24 ENS (Emergency Notification Service) and FACT24 CIM (Crisis Incident Management), are designed to streamline communication and incident management during emergencies. These solutions ensure rapid, reliable alerts and comprehensive tools for managing incidents from start to finish. F24's TopEase® is a comprehensive GRC (Governance, Risk, and Compliance) platform that streamlines corporate governance, enhance risk management, and ensure business continuity through intelligent automation and a holistic view of organizational processes.

F24's offer global reach with local support, ensuring that our clients receive the best service and solutions tailored to their needs. Join the many organisations worldwide that trust F24 to safeguard their operations and ensure business continuity.

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Origami Risk empowers leaders in risk, insurance and safety with a purpose-built, cloud-native platform that optimises workflows for better data, better insights and better collaboration. Through highly configurable solutions integrated on a single platform, Origami Risk supports the management of the full lifecycle of risk, from prevention to recovery — helping experts reduce harm and loss, and respond more rapidly and effectively when it happens. Grounded in continuous innovation and a foundational focus on client success, Origami Risk is trusted by leading organisations to enable greater resilience as they build for the future.

RISK MANAGEMENT SOFTWARE SOLUTIONS

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Protecht is an integrated software-as-a-service enterprise risk management solution, supported with training and advisory services, for organisations of any size or geography. Currently on release R11.1, Protecht allows users to dynamically manage all their risks – compliance, incidents, KRIs, vendor risk, IT and cyber risk, internal audit, operational resilience, BCP, health and safety – in a single platform.

Protecht delivers interconnected, structured data through dashboards and reports that can be categorised and documented, allowing users to spot trends and identify areas that require actions. Its reporting tools allow effective and professional communication to risk committees, boards and business stakeholders using customisable visual reports.

The platform is designed to be used across the organisation, with the MyTasks personal dashboard keeping every user on top of their responsibilities, and a mobile app to provide access wherever it's required. Registers can be customised and deployed without the need for coding, and the system's user management functions allow organisations to onboard users and precisely control their access.

With features including a dynamic form builder, the capability to automate notifications and email alerts, and customisable risk assessment scales, Protecht has the flexibility to meet an organisation's specific risk profile. It also includes a wide range of preconfigured dashboards, taxonomies, workflows, registers and analytics relevant for organisations for all levels of risk maturity.

Rather than just being a software company, Protecht is a risk company, incorporating training and advisory services delivered by leading experts in risk management. The product itself, the client implementation process, and the training and advisory services provided to customers are all directly informed by Protecht's understanding of how to manage risk.

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We understand that every company's journey towards developing an Enterprise Risk Management capability is unique, and there is no one-size-fits-all solution. That's why our flexible risk management application is designed to be hyper-configurable, allowing it to meet your specific needs, both now and as your organization organization grows in risk maturity.

riskHive's ERM system is designed to meet evolving client needs, specializing in transitioning from spreadsheets to databases or migrating from older applications, and is trusted by some of the world's largest and most influential organisations. It offers fast deployment using secure private cloud hosting or on-premises, operational and ready for configuration within 24 hours. Delivery typically takes 3-6 weeks. By replicating customers' practices, we reduce training and deployment time, accelerating return on investment and confidence in the new system. riskHive Enterprise Risk Manager® includes Monte Carlo simulation and analysis, covering costs, schedules, and ESG aspects such as carbon emissions and power requirements.

CONNECTED ETHICS, RISK & COMPLIANCE

SAI360

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SAI360 provides a modern approach to managing risk and compliance

SAI360 helps organizations identify risks earlier, stay compliant through constant change, and reduce complexity across their programs. Smarter AI is embedded into everyday workflows teams already use, supporting better decisions without replacing human oversight.

Grounded in deep risk in compliance expertise, SAI360 is trusted by organizations of all sizes operating in highly regulated environments. Our integrated platform for risk and compliance management enables you to:

Identify and Manage Risk
Enterprise, operational, IT, cyber, third-party, and emerging risks are in one system.

Manage Compliance
Regulatory compliance, policies, internal controls, and ESG obligations embedded into the business.

Enable Ethical Behavior
Training, conflicts of interest, gifts and hospitality, and disclosures manage scale.

Detect and Resolve Issues
Incidents, whistleblower reports, investigations, and remediation workflows.

Audit and Assure
Internal audit, control testing, and continuous compliance insurance.

When things get complex, your GRC program shouldn't be.