



Commercial Insurance Cycle Management: Managing a Softening Market

7 & 8 October 2025



Day 1: 9.00 a.m. – 5.00 p.m.
Day 2: 9.00 a.m. – 4.00 p.m.



Shangri-La Rasa Sentosa,
Singapore



14 hours



SGD 3,815 (inclusive of 9% GST)

FTS funding to be advised

Enjoy a **10% Early Bird Discount** for registrations completed by 31 July 2025.

Group Discount of 10% is also available for two or more participants from the same company.

Please note that these discounts are mutually exclusive and cannot be combined

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The market cycle significantly shapes the financial performance and stability of the insurance sector, influencing its ability to offer sustainable products to clients. This exclusive two-day face-to-face workshop is designed for mid-to-senior underwriting professionals navigating the dynamics of a softening insurance market.

Delivered in collaboration with **UWX**, a commercial underwriting consultancy, the programme blends thought leadership with practical frameworks and peer-level collaboration. Participants will gain a deeper understanding of underwriting challenges and learn how to adapt processes, tools, and strategies to manage the next phase of the market cycle.

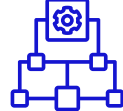
The course includes lunch, refreshments, and a networking dinner on Day 1.

Course Objectives

This two-day face-to-face course aims to:

- Provide participants with deep insights into global underwriting dynamics during a softening market, drawn from both insurers and reinsurers
- Equip participants with practical lessons learned from prior softening market transitions that they can readily apply in their organisations
- Introduce cycle-based performance management systems and the application of AI in measuring underwriting behaviours

Workshop Overview



Understanding a Softening Market: A Practical Framework

- Overview of the market cycle
- Capital and capacity flows and expectations
- The insurance value proposition and value chain
- Key functions and performance metrics in insurance – part of the problem?



Commercial & Specialty Underwriting in a Softening Market: Insights from SBS / UWX Research

- Underwriter awareness of the softening market
- The external and internal market environment
- Underwriting adaptation and accountability



Drilling Deeper – How Underwriting Practice Evolves in a Softening Market

- Assessing exposure
- Defining coverage, costing, and pricing
- Transaction vs portfolio underwriting
- Risk appetite definition and setting of targets

Who Should Attend?

This course is ideally suited for

- P&L leaders in commercial P&C and specialty re/insurance
- Underwriting and portfolio management leaders and directors in commercial and specialty re/insurance
- Leaders from re/insurance companies that are from other functional areas who work with underwriting and P&L teams (e.g. Pricing, Reserving, HR) and need to understand the insurance cycle.

Programme Agenda

Day 1 – Tuesday, 7 October 2025

- 8.30 a.m. • Welcome and Opening Remarks
- 8.45 a.m. • **The Market Cycle: Financial Impact and Market Awareness**
- 9.45 a.m. • Coffee Break
- 10.00 a.m. • **Underwriting Dynamics Over the Cycle: What the Research Tells Us**
 - Underwriting as a process
 - Impact of clients, brokers, peers, management & personal culture
- 12.00 p.m. • Lunch
- 1.00 p.m. • **How Underwriting Changes: Drill-Downs**
 - Data and pricing tools
 - Portfolio management and use of reinsurance
 - Guidelines and professional standards
- 3.00 p.m. • Break
- 3.15 p.m. • **Impact of the Cycle on Internal Processes**
 - Reserving
 - Financial planning
- 4.45 p.m. • Day 1 Summary and Homework
- 5.00 p.m. • Networking Dinner

Day 2 – Wednesday, 8 October 2025

- 8.30 a.m. • Recap and Introduction to Day 2
- 8.45 a.m. • **Performance Metrics and the Market Cycle**
 - Underwriting metrics
 - Financial metrics
 - Staff engagement metrics
- 10.15 a.m. • Coffee Break
- 10.30 a.m. • **Re-thinking the Market Cycle**
 - Behavioural metrics and the application of AI
- 12.00 p.m. • Lunch
- 12.30 p.m. • **Re-thinking Performance Metrics & Management Practice**
 - Re-imagining pricing tool metrics
 - Breakout discussions on performance metrics
 - Report Out
- 2.00 p.m. • Break
- 2.15 p.m. • **Implementing New Practices**
 - Towards a new professionalism
 - Lessons learned
- 3.45 p.m. • Programme Summary and Reflections
- 4.00 p.m. • Closing Reception

Course Leadership



Tony Buckle

Partner
UWX

- Former Chief Underwriting Officer (CUO) & Board Member, Allianz Global Corporate & Specialty
- Former MD, RSA Global Risk Solutions
- Former CEO EMEA, Swiss Re Corporate Solutions
- Former Global Head of Engineering & Construction, Swiss Re
- MBA (IESE, Spain); Doctorate, SBS Swiss Business School (Zurich)



John Carolin

Partner
UWX

- Former CEO, B3i
- Former Finance Director, Swiss Re
- Former Manager, PwC
- Chartered Accountant (South Africa); Chartered Financial Analyst (CFA)



Neil Arkile

- Former Head of Cyber Underwriting, Corporation of Lloyd's
- Senior Underwriter, Cyber, at Aviva and Swiss Re
- Former Class Underwriter in Property, Liability, IP, Technology, Media E&O, and Cyber Insurance
- Independent Expert Reviewer and Consultant, AI UK International Limited

Testimonials

The market cycle topic is extremely important. We were delighted as the CII to collaborate with UWX for the course and I found the sessions both thought-provoking and highly practical

Nicola Stacey

CUO Chaucer Re and President of the Chartered Insurance Institute

The market cycle course was a really good use of my time. It challenged my assumptions and I have returned asking different questions and looking to measure different things

Anthony Tjong

Head of Financial Institutions, Sompo UK & London Market

It was truly enlightening to see empirical evidence for the impact of psychological aspects and the behavioral side of the insurance cycle. Obviously, managing the cycle isn't something that can be trained in a two-day course and still remains a mammoth task. However, the insights from this course really help to shift the focus to some pivotal elements you will need to successfully steer your company through challenging markets.

Hagen Saalfeld

Property Strategy, HDI Global

Thrilled to have completed the underwriting cycle course. Can't wait to share and put into practice what I've learnt

Laura Llewellyn-Gray

Head of Property, Sompo UK

Excellent and inspiring guidance from Tony and John, engaging discussions with Re/Insurance industry leaders, that led to many innovative ideas to manage the cycle.

Francesca de Rosa

Global Head of Engineering, Axa XL Re