



**Karen Ann Green BSc**

Engaged at Lloyd's since 2001, she is a non-underwriting working member and is not intending to underwrite in 2018.

**Proposers**

Rupert Atkin	Ewen Gilmour
Andrew Brooks	Andrew Horton
Timothy Carroll	Julian James
Victoria Carter	Paul Jardine
Dominic Christian	Andrew Kendrick
Matthew Fosh	Neil Maidment
Charles Franks	Bronek Masojada
Nicholas Furlonge	Graham White

**Employment and service**

*Employment*

2008 to date	Director, Aspen Managing Agency Limited (currently Deputy Chairman) (2011 to 2017, Chief Executive Officer) (2008 to 2011, Managing Director)
2005 to date	Aspen Insurance Holdings Ltd (Aspen Group) (currently Director, Corporate Development) (2005 to 2017, Member of the Aspen Group Executive Committee, Group Head of Corporate Development and Office of the CEO) (2011 to 2017, CEO Aspen UK)
2011 to 2017	CEO, Aspen Insurance UK Limited
2001 to 2005	Stonepoint Capital LLC (formerly MMC Capital London) (Principal)
2001 to 2004	Danish Re Syndicates Ltd (Non-Executive Director, represented MMC Capital Inc)
1997 to 2001	GE Capital Europe (Director, Business Development)

*Service*

2015 to date	Council of Lloyd's
2017 to date	Member, Lloyd's Risk Committee
2017 to date	Member, Lloyd's Remuneration Committee
2016 to date	Trustee, Lloyd's Charities Trust
2017 to date	Vice President, Insurance Institute of London
2016 to date	Advisory Council member, The CityUK
2012 to 2014	Director, International Underwriting Association (IUA)

**Relevant interests**

Director, Aspen Underwriting Limited  
 Director, Aspen Risk Management Limited  
 Non-Executive Director, Phoenix Group Holdings Limited  
 Member, Phoenix Group Holdings Ltd Audit and Remuneration Committees  
 Shareholder, Aspen Insurance Holdings Ltd (Aspen Group)  
 Development Council member, Almeida Theatre Company

# Karen Ann Green

## Elected Working Member

### Statement

I have been privileged to serve on Council since 2015, as the impetus for change has gained momentum and become increasingly widespread. Lloyd's is a unique institution but faces many challenges. Key to its continued relevance and success is the ability to effect necessary and achievable reform to improve the attractiveness and ease of doing business at Lloyd's, and to develop new sources of profitable growth - while preserving the diversity of underwriting talent, business, capital, and entrepreneurship which are at its core.

Market conditions remain challenging against a backdrop of considerable global economic uncertainty. While focus on underwriting discipline is paramount, we should not lose sight of the need to innovate and enable selective growth, to broaden Lloyd's reach and adapt where it is strategically sensible, and maintain relevance in terms of distribution and product. The establishment of Lloyd's Brussels, for example, offers a pragmatic solution for BREXIT. Much has also been said about the need for proportionate regulation in a strategic context – fostering a culture which is not built on fear is key.

A commitment to modernisation is essential, even if there is not universal agreement on how to achieve a more efficient operating platform. The implementation of the Corporation's Operating Model is a step in the right direction. Structured data capture, and a push for simplicity and transparency, should allow for greater emphasis on product versus process and remove costly duplication.

It is my belief that the new sources of capital that have entered the market are here to stay, but they also provide opportunities to leverage the Lloyd's brand and its capital strength. Lloyd's has played an important role in shaping the Treasury's thinking on the creation of an ILS London hub and this type of thinking is essential in today's challenger economy environment where traditional models can otherwise become obsolete.

My career started in investment banking and included private equity, with a focus on insurance from 1997 before becoming a practitioner in 2005. I believe that my experience of working in insurance both as an advisor (investment banking, private equity) and as a practitioner has enabled me to bring a broad perspective in addressing the challenges and opportunities Lloyd's faces. I would like to continue to contribute to finding ways to future-proof Lloyd's, while preserving its core characteristics and ensuring it can attract the best talent.