



## **TRANSCRIPT OF THE KEYNOTE ADDRESS MADE BY INGA BEALE, CEO LLOYD'S FUTURE LEADERS AWARD 2015**

A lot has certainly changed since I first started working in insurance.

The big change is, of course, the move from “the West” to “the Rest.”

1989 saw the fall of the Berlin Wall and, with it, global trade barriers. India, China and Brazil are now so much richer. In fact, the Chinese economy is 24 times the size it was in 1989<sup>[1]</sup>. It took Britain 150 years to double per capita income during the Industrial Revolution – but China did it in just twelve<sup>[2]</sup>. That is pretty extraordinary!

And the speed of China's rise is undoubtedly linked to the Digital Revolution. Internet use has increased five-fold since the year 2000. Today, almost half the world has access to the internet – and that, combined with cheap and powerful computing power, has transformed how and where we do business.

New products and services exist which were unimaginable a decade ago and now mainstream, from mobile banking through to genetic testing.

Just think of Uber, the world's largest taxi company – and a taxi company with no taxis, or drivers. Uber didn't even exist five years ago. It is now worth around \$50 billion – that's more than 405 other companies in the S&P 500<sup>[3]</sup>.

So the world has changed pretty rapidly. And the nature of leadership is changing, too, as a result of those shifts

### **CHANGING NATURE OF LEADERSHIP**

First, leaders need to be ever-more innovative. And that's because traditional business models are being disrupted left, right and centre. If you look at insurance, the first online broker entered the UK motor market in 2000. Now, 20% of the UK motor market is written online and that is increasing all the time. With the advent of autonomous cars, motor insurance might even disappear altogether. We need to think about the needs of our customers tomorrow, not just the needs of our customers today.

That's why I am so passionate about diversity and inclusion. It is a hard-headed business decision. Without a diverse range of people and opinions, Lloyd's will struggle to be as innovative as we need to be to survive and thrive.

Alongside that ability to think differently, modern leaders also need a global outlook. By 2030, the economies of the E7 will be larger than the economies of the G7. So future leaders need to understand the cultures and economies of Asia, Africa and Latin America. At Lloyd's, we are proactively increasing our geographical footprint for that very reason. This year, we are opening a new platform in Dubai; and new offices in Beijing, Mexico and Colombia.

The third thing I would say modern leaders need is a love of technology. You need to embrace technology because, if you don't, someone else will – and you will lose either your customers or your employees or both. That is why I am so passionate about modernising the

---

<sup>[1]</sup> <http://wilsonquarterly.com/stories/chinas-1989-choice-paradox-seeking-wealth-and-democracy/>

<sup>[2]</sup> *No Ordinary Disruption*, McKinsey, 2015

<sup>[3]</sup> <http://money.cnn.com/2015/05/11/investing/uber-50-billion-valuation/>



London insurance market. If we keep trying to serve our 21<sup>st</sup> century customers with 20<sup>th</sup> century infrastructure, they will simply go elsewhere.

Finally, modern leaders need to be better connected to their staff – and I mean emotionally, not just physically. Technology and globalisation are changing the way we work. The silo is well and truly dead. We work across borders; across time-zones.

So being a modern leader no longer means commanding and controlling employees – if it ever did. Modern leadership has to be about empowering and engaging employees instead. And I think it is here that women really have an edge – with “EQ” not just “IQ.”

## **MISSING WOMEN**

So women leaders are really valuable for the modern workplace.

And the good news is, more women are entering the City than ever before. According to a recent FT survey, the gender split of City employees is around 50/50 if you look across all ages and levels of seniority.

But that’s the good news. There is also a problem – and a big one. 50% of people in the City may be women, but women make up just 20% of senior roles<sup>[4]</sup>.

Men are 10 times more likely than women to become a partner at a City law firm, and 3 times more likely at a large accountancy firm<sup>[5]</sup>.

If you look at insurance, only 3 per cent of executive directors are female compared to 21 per cent at the average FTSE 100 organization<sup>[6]</sup>

So we are getting women in through the door. But then, somehow, we are losing talented women before they reach board level. We are losing women like you – our “Future Leaders”.

Juggling work and a family is not easy. And it is still women more than men who need to make that choice. But I think an enlightened CEO will work with you to bridge the leadership “valley of death”. At Lloyd’s, that is certainly our aim. So please do grab me afterwards if you have any ideas on what else we should be doing. We appreciate you, and we need you!

So, to conclude, the world has changed significantly since I started my career.

But one thing remains stubbornly persistent - the gap between women joining the industry, and women becoming senior leaders.

There are 5 female CEOs in the FTSE 100<sup>[7]</sup> – and, coincidentally, we have 5 finalists for our award this morning.

So, Ladies, stick with what you’re doing. Let’s double that number!

It has been a pleasure to speak here today.

---

<sup>[4]</sup> <http://next.ft.com/7c182ab8-9c33-11e4-b9f8-00144feabdc0>

<sup>[5]</sup> *ibid*

<sup>[6]</sup> London Matters

<sup>[7]</sup> <http://www.theguardian.com/business/2015/mar/06/johns-davids-and-ians-outnumber-female-chief-executives-in-ftse-100>