

Are suppliers listening/providing the platforms/tools/services we need to prosper?

What shortcomings are there with current Market systems and are suppliers responding to the calls.

What more could the Market do to assist vendors in helping to design solutions that bring insurance go

# Technology and Innovation Summit

## 9th December 2025

A LMF Member Publication

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# Thank you for joining us

The final LMF Summit event of the year took place on 9 December at 6 Alie Street, where practitioners, vendors, underwriters, data specialists, and technology leaders gathered for the Annual LMF Technology & Innovation Summit. The atmosphere from the outset was energetic and collaborative, with Roger Oldham opening the afternoon by emphasising that while technology acts as an enabler, it is people and in particular, individuals, who ultimately shape the direction of the London Market. Roger reminded the audience that from a decade of running LMF, a successful conference comes from honest open debate and shared understanding through collective discussion, not from sitting passively in rows of chairs—and this set the tone for a highly interactive and engaged event.



# 2025 LMF Tech Summit

The live polling at the start revealed a clear picture: although organisations feel they are progressing, digital maturity is still far from where it needs to be. Underwriting remained the area most in need of transformation, followed by policy admin/risk processing, while legacy systems, cultural resistance, and slow-moving processes continue to restrict progress. Notably, no one in the room felt the industry was innovating “fast”—a united signal that momentum needs to increase.

# 30%

Participants believe that Underwriting is the core area is most in need of digital transformation

## A Market on a Digital Journey

The first panel brought together Tony Russell of VIPR and Zoe Steele of Amarillo. Both stressed that vendors are no longer just suppliers but strategic partners who bring specialism and depth that the market increasingly depends on. They spoke candidly about the long-standing issue of technical debt, with many organisations attempting to fix decades of legacy system complexity by “boiling the ocean”. Instead, the firms seeing the most success are those starting small—fixing processes, agreeing data standards, and focusing on meaningful improvements rather than expecting technology to perform miracles. Delegated Authority was a key theme, with the panel agreeing that clean, consistent, and timely data remains the biggest challenge. PDFs, handwritten submissions, and spreadsheets in countless formats continue to bog down operations across the market, despite the tools existing to move beyond them.

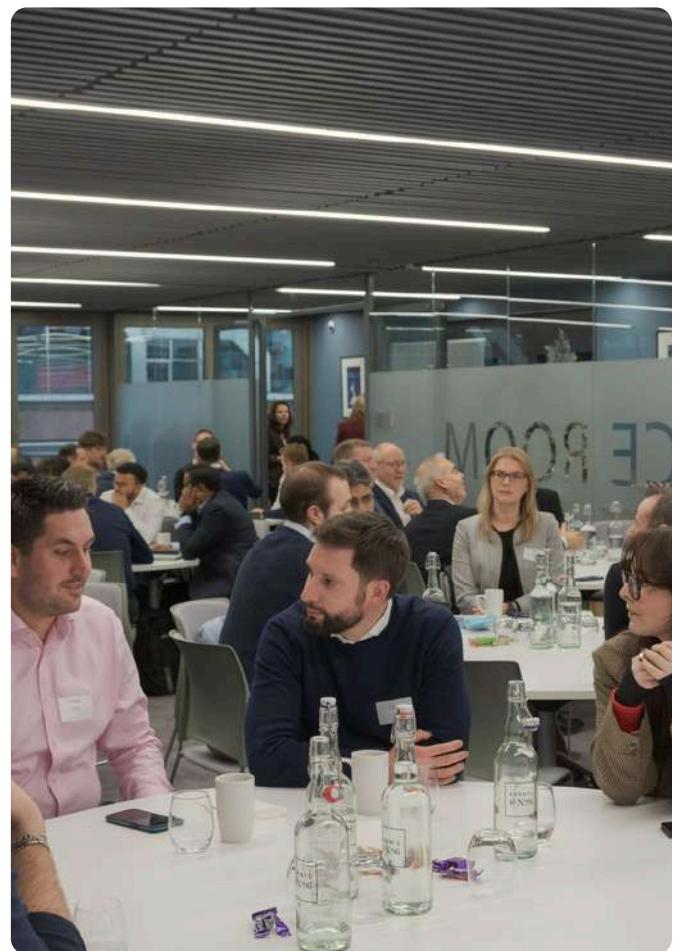
Encouragingly, both Tony and Zoe highlighted green shoots of progress where carriers and MGAs have embraced automation and better submission pipelines, suggesting that the market is appreciating the need for real change.

# Underwriting & AI Discussion

After group discussions, where delegates explored whether vendors truly receive enough direction from the market, the summit moved into the underwriting and AI session with EPAM's Beteja Dovao and Antonio Di Marzo, alongside Generali's Alessandro Stolfa. Live polling showed that most delegates believe AI will make a meaningful impact on underwriting within the next one to five years, primarily in document ingestion, data extraction, submission triage, and portfolio analysis. The panel noted a consistent gap between technological ambition and organisational reality—pointing to cultural hesitation, trust concerns, and integration challenges as the biggest obstacles. They stressed that AI will not replace underwriting decision-making; rather, it will accelerate and enhance it by removing manual tasks that slow down the underwriting cycle. The conversation highlighted a growing challenge around junior talent: as AI automates traditional entry-level tasks, firms must redefine how they develop the next generation of underwriters. Junior staff will need new skills in prompting, validation, model oversight, and data reasoning alongside classic underwriting fundamentals.

## The legacy data challenge

This flowed naturally into the Snowflake panel, featuring Bowie Wong (Snowflake) and Chris Woodward (Convex), who together reframed the conversation around the importance of unified, accessible, real-time data. Bowie emphasised that innovation in the London Market cannot accelerate until organisations move away from isolated data silos and adopt modern, cloud-based data ecosystems that support sharing, querying, and collaboration across the entire value chain. Chris provided a carrier's perspective, highlighting that underwriters and operations teams often spend far too much time chasing data rather than using it.



# The legacy data challenge

There was a strong feeling that as an industry we need to embrace this new era of digital transformation, as over the next few years, our intake of new recruits into the industry will have grown up during an era where AI was part of their everyday life and something used alongside their education. They will be expecting their chosen industry to have these tools and technologies at their disposal.



He reinforced that Snowflake's architecture allows carriers to work with brokers, MGAs, and partners on live datasets rather than relying on outdated, duplicated, or transformed versions that create reconciliation headaches. Their discussion made clear that the future of the market relies on vendors and carriers not only improving their own systems but creating an interconnected environment where data flows seamlessly from source to decision point.

# 53%

of participants believe that Culture & Change Resistance is the biggest challenge that limits their digital progress



# Technology, Data & Advisory Leaders

The Market Technology and Advisory Leaders Panel—featuring Brad O'Connor (Sompo), Mike Ashton (Global Aerospace), Vijai Sisubalan (VJSAR), and supported by Roger Oldham—brought further depth to the discussion. The panellists spoke openly about the pressures facing carriers: the need to be faster, more data-driven, more operationally efficient, and more connected. They echoed many of the earlier themes, highlighting that technology is often not the real problem; culture and lack of alignment are. They also emphasised that meaningful transformation rarely fails because of tools—it fails because organisations do not redesign the processes, behaviours, or governance needed to make the tools effective. Encouragingly, there was a consensus that firms who take a “small, steady, and consistent” approach to change outperform those who focus on large, sweeping initiatives that lose momentum.

## Looking ahead

The Summit generated a lot of conversations, as normal. Delegates discussed data modernisation, AI adoption pathways, submission automation, operational friction points, and the cultural shift required to move the market forward. The event demonstrated the strength of community in the London Market and reaffirmed one core message: progress will be achieved through alignment, collaboration, and a willingness to challenge legacy mindsets—not through technology alone. People still reside at the heart of the change and modernisation process.



With the insights and ambitions gathered at this year's Technology & Innovation Summit, the Market heads into 2026 with clarity, urgency, and shared direction. The foundations are in place, the appetite for progress is strong, and the opportunities ahead are significant for those ready to embrace them. It is certainly “work in progress”

# More Information about LMF

Welcome to LMF – the place where insurance professionals meet, collaborate, learn and network. Join your peers and understand some of the key issues affecting the insurance sector today, from industry modernisation to the changing regulatory landscape.

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As Founder & CEO of LMF, Roger has almost 40 years of experience in the London and international insurance markets at executive level.



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