

THE MOST INFLUENTIAL WOMEN

Why are there no women in our Top 40? Because the industry is still woefully male-dominated. Here are some of the most influential women in reinsurance.

1. Karen Clark

Founder, AIR



Founder of AIR, Clark is an award-winning business-woman and expert in catastrophe risk.

Karen Clark founded the world's first-ever catastrophe modelling company AIR, which produced a seismic shift in how insurers and reinsurers price their business. She has since gone on to

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found and lead Karen Clark & Co.

Devoid of ego, Clark prides herself on her ability to bring together an array of experts, from fields such as meteorology and seismology, to work towards a common cause. She does not think being a woman in an industry dominated by men held her back. "The first time I came to Lloyd's in 1987 I was seven months pregnant and I gave a presentation to a large group of all-male underwriters. I was totally unfazed by the whole thing but sure, some of the men looked like they were wondering, 'What's going on here?'"

2. Barbara Merry

CEO, Hardy Group

One of the few female insurance CEOs, Merry views her staff as an extended family.



Independently minded Barbara Merry sits at the helm of modest but ambitious Hardy Group. As one of the few women bosses in the industry, Merry made a name for herself in the Lloyd's market spending 14 years at the Corporation of Lloyd's before becoming managing director of Omega and from

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there taking the helm at Hardy when founder Peter Hardy retired in 2002.

Merry is keen to run Hardy like a family business. "I like to know people, I like to know the names of their wives, and I like to know their children's names. I don't want it to be a 2D experience, I think there's a huge advantage if it can be a very personal experience," she told Global Reinsurance last year. Despite the informal approach, Merry is no pushover. Having fought off takeover bids in the past, she has successfully maintained the insurer's independence and took the recent tough decision to relocate the firm to low-tax Bermuda.

3. Sue Langley

Director, Market Operations & North America, Lloyd's



Langley has become a one-woman force for change in the Lloyd's market.

In a world of pinstripe suits Sue Langley cuts a striking figure. The blond, attractive and highly intelligent Lloyd's director of market operations and North America has made huge strides in bringing technology to

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the 320-year-old Lloyd's market. During her time as COO of Hiscox Langley chaired and helped found the "G6", a group of the six largest Lloyd's syndicates that made it their mission to bring peer-to-peer trading to the market using ACORD standards.

After a number of high profile failures – Kinnect being the most expensive at £75m – Langley's mantra was not to be overly ambitious. To implement something that was workable in the market and that would provide a springboard to greater automation. Since joining Lloyd's a year ago her brief has been to ensure that operational efficiency remains at the top of the market's agenda. She was recently appointed to the ACORD board of directors.