Welcome to the UAC Leadership Academy – Class of '27, a landmark leadership initiative developed by UAC in partnership with ANZIIF and proudly supported by HDI Global as Program Sponsor.

Tailored for mid-career professionals in underwriting agencies, the program combines real-world learning, mentorship, and ANZIIF's flexible training modules. Participants will graduate with a Certificate in Organisational Leadership and the skills to lead with confidence.

Across seven modules in 2027, the program delivers workshops, case studies, roundtable discussions, and tech demos – all led by experts in insurance and leadership development.

Capacity is limited to a maximum of 35 candidates and applications will be judged by a panel upon receipt of the completed mandatory requirements.

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Welcome

Jenny Bax
Chief Executive Officer
Underwriting Agencies Council

Class of '26 gave us a wonderful foundation to build on. We learnt a lot from our participants, presenters and from bringing the Academy to life for the first time. We've taken those learnings into Class of '27 - keeping what worked, listening to feedback, and continuing to evolve the program.

The purpose of the Academy hasn't changed. We want to invest in talented people who will help shape the future of the underwriting agency sector, giving them the opportunity to learn, grow and challenge themselves.

Participants will gain exposure to different parts of our industry, learn from outstanding industry leaders and subject matter experts, and build relationships with peers who will share the journey with them.
But the Academy has never been just about what happens in the classroom. It's about building confidence, staying curious, asking questions and challenging your thinking. It's also about becoming clearer about the kind of leader you want to be.

One of the things we loved seeing in Class of '26 was the strength of the connections across the cohort. That sense of community became an important part of the Academy, and one we want to continue building with Class of '27 and beyond.

To everyone considering applying, or thinking about nominating someone from your organisation - I encourage you to take the opportunity.

Back yourself, or back someone in your team.

We can't wait to see what Class of '27 brings.

Michael Edmonds

Chair

Underwriting Agencies Council

The underwriting agency sector plays a vital role in protecting a significant portion of policyholders across Australia. It is a sector known for innovation, deep expertise and specialist knowledge. Time and again, underwriting agencies step up to provide solutions when brokers and their clients need them most.

It's no surprise, then, that the Underwriting Agencies Council (UAC) is held in high regard, not only within the insurance industry but also by a growing number of external stakeholders.

With leadership comes responsibility. As the voice of our sector, UAC is committed to investing in the capability, expertise and professionalism that define underwriting agencies.

The UAC Leadership Academy is an important part of that commitment. Following the success of our inaugural Class of '26, we are proud to see the Academy continue to grow and evolve with Class of '27.

The Board's commitment to developing our future leaders remains unwavering. We extend our sincere thanks to everyone who continues to contribute to the Academy - our sponsors, presenters, supporters and the many people who generously share their time and expertise.
We look forward to welcoming Class of '27 and seeing the next generation of leaders make the most of this opportunity.

HDI Global

Stefan Feldmann

Head of HDI Global Asia-Pacific,
Managing Director HDI Global SE, Australia,
Managing Director HDI Global Specialty SE,
Australia and New Zealand

Stefan Feldmann has been a driving force behind HDI's growth in the Asia-Pacific region since joining the company in 2010. Appointed Managing Director of HDI Global Australia in 2012, he has steadily expanded his responsibilities, most recently taking full leadership of both the commercial and specialty businesses across Australia and New Zealand as of July 2024. His career began after studying in Cologne, when he joined Allianz as a liability underwriter in Munich, later relocating to Singapore to oversee liability business across Asia-Pacific.

Under his guidance, the Singapore office, which he assumed responsibility for in 2016, has grown into a key regional hub. This success paved the way for further expansion, with HDI offices now established in Bangkok, Kuala Lumpur, and most recently Dubai. In 2022, the Hong Kong office covering Greater China and South Korea was integrated into a newly formed regional structure, solidifying HDI's Asia-Pacific footprint. Today, Feldmann oversees a broad and dynamic region, leading operations and strategic growth across Asia-Pacific and the Middle East.

HDI Global

Peter Gezimati

Head of Delegated Authority

HDI Global Specialty SE Australia

Based in Sydney, Peter Gezimati brings over 30 years of general insurance experience spanning three continents and multiple lines of business, including casualty, property, and motor. As a seasoned professional, he combines deep expertise in underwriting, portfolio management, relationship building, and business development.

In his role as Head of Delegated Authority for HDI Global Specialty SE Australia, Peter leads a dedicated team managing an extensive portfolio of delegated authority business across Australia and New Zealand. His intimate knowledge of the delegated authority model and strong partnerships with underwriting agencies in the region have been key drivers of the team's success.

Peter holds a BA in Financial Services from Napier University Edinburgh and is an Associate of the Chartered Insurance Institute (ACII).

HDI Global

Program Sponsor Overview

As a Corporate & Specialty lines insurer, HDI Global SE (HDI) meets the needs of SMEs, industrial companies, middle market and corporate clients with insurance solutions that are specifically tailored to their requirements. In addition to HDI's prominent position in the German and broader European market, the company has access to its own worldwide HDI Global Network covering more than 175 countries through its own HDI foreign branch offices, subsidiaries, affiliated companies, and network partners. Acting as the Partner in Transformation, HDI Global SE leads roughly 5,300 International Programmes and offers its multinational client's compliant coverage worldwide.

Program Sponsorship

As a Relationship Insurer, HDI is deeply embedded in the businesses we serve. Sponsoring the UAC Leadership Academy allows us to give back to the sector by empowering mid-career professionals to step confidently into leadership roles, strengthening the entire insurance ecosystem in the process.

Course Agenda & Key Dates

Welcome Reception and Official Launch - Class of '27

1 March 2027 | 4:00pm - 8:30pm

Venue TBC

Module 1: Leading with Purpose

2 & 3 March 2027 | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place, 225 George Street, Sydney

Relax and connect at our evening drinks before day 2- Page 13

Module 2: Understanding the Market and the Players

6-8 April 2027 | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place, 225 George Street, Sydney

Relax and connect at our evening drinks before day 2 - Page 18

Module 3: Portfolio Management

4 & 5 May 2027 | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Relax and connect at our evening drinks before day 2 - Page 22

Module 4: Business Acumen - Managing a successful agency business, financial and product portfolio

6 & 7 July 2027 | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Relax and connect at our evening drinks before day 2 - Page 24

Course Agenda & Key Dates

Module 5: Governance, Cyber & Privacy Risks and Organisational Integrity: what you need to know for a long-term sustainable business

10 & 11 *August 2027* | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Relax and connect at our evening drinks before day 2 - Page 27

Module 6: Data, Technology & Human Intelligence - Harnessing AI & Insurtech, building resilience and leading what comes next.

14 & 15 *September 2027* | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Relax and connect at our evening drinks after day 2 - Page 32

Module 7: Closing the loop - From Insight to Impact. Bringing the Academy journey together and turning learning, insight, and leadership capability into action

16 *September 2027* | 9:00am - 3:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Graduation and Official Close – Class of '27

16 September 2027 | 4:00pm - 8:30pm

Venue TBC

Welcome Reception and Official Launch Class of '27

Monday 1 March 2027 | 4:00 PM - 8:30 PM

- Candidates networking opportunities
- Sponsors presentation
- Overview of course by UAC
- Canapés & Drinks

Venue TBC

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Module 1

Module Sponsor

RURAL AFFINITY

The Obvious Choice

Module 1

Leading with Purpose

2 & 3 March 2027 | 9:00am - 5:00pm

Wotton Kearney
Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Speaker

Tenille Halliday – Tenille Halliday + Partners

Session Focus & Learning Outcomes

This module equips participants to lead with greater purpose, presence and impact. Drawing on neuroscience, psychology and contemporary leadership practice, participants will develop the mindset and skills required to lead effectively in complex, fast-paced environments and across diverse teams.

Through practical exercises and real-world leadership scenarios, participants will strengthen their self-awareness, enhance their ability to influence others, set clear expectations, and navigate high-stakes conversations with confidence and authenticity.

Participants will leave with the ability to:

- Lead with greater clarity, purpose and personal impact
- Build trust and credibility across teams and stakeholders
- Influence outcomes through effective communication and leadership presence
- Manage challenging conversations with confidence and professionalism
- Apply practical leadership strategies to complex business situations

Module 1

2 March 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Drinks Sponsor

cfc

Module 2

Module Sponsor

360

Underwriting Solutions

Module 2 - Day 1

Understanding the Market and the Players

6-8 April 2027 | 9:00am - 5:00pm

Wotton Kearney
Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Part 1

Delegated authority & obtaining coverholder status (Lloyd's Australia)

Speakers

- Sarah Girling – Senior Market Engagement Manager – Lloyd's Australia
- Peter Plustwik – General Manager – Lloyd's Australia

Part 2

Similar but different: a view from an APRA regulated entity on how we engage and support Agencies (HDI Global)

Speaker

- Peter Gezimati – Head of Delegated Authority – HDI Global

Module 2 - Day 2

Part 3

Underwriting Agencies - breaking new ground (Rhodian Group)

Speaker

- Simon Lightbody – Founder & Director – Rhodian Group

Part 4

Broke like a Lloyd's Broker – a practical placement workshop (CFC Underwriting Australia)

Speakers

- Anita Lane - Managing Director - CFC Australia
- Andrew Boyce - Financial Lines National Manager - CFC Australia
- Ben Thompson - Senior Underwriter - CFC Australia

Module 2 - Day 3

Part 5

The Broker Point of View - Understanding the realities of working with Australian and International Brokers (NIBA)

Speaker

- TBC

Session Focus & Learning Outcomes

This module provides participants with a comprehensive understanding of the insurance market ecosystem and the key participants who shape it.

Participants will explore the role of Lloyd's within Australia, examine delegated authority frameworks across both Lloyd's and APRA-regulated environments, and gain practical insights into distribution, capacity, placement strategies and agency growth.

Participants will leave with the ability to:

- Understand the structure, participants and dynamics of the Lloyd's and Australian insurance markets
- Navigate delegated authority arrangements and governance requirements
- Understand the coverholder application process and associated responsibilities
- Evaluate different capacity, distribution and placement models
- Build stronger relationships with insurers, brokers, regulators and market stakeholders
- Identify the characteristics and strategies of successful underwriting agencies

Module 2

6 April 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Drinks Sponsor

insurance
investment
solutions

Module 2

7 April 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Module 3 - Day 1

Portfolio Management

Underwriting, Business Development & Claims Management - The Keys to Successful Business Outcomes

4 & 5 May 2027 | 9:00am - 5:00pm

Wotton Kearney
Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Part 1

Product Underwriting and Business Development (Insurance Investment Solutions)

Speakers

- Jesse Borthwick – Chief Underwriting Officer – Insurance Investment Solutions
- Scott Driscoll – Chief Technical Officer – Insurance Investment Solutions
- Anthony Baker – Chief Underwriting Officer – Zurich CoverMore & Ambassador for ANZIIF

Module 3 - Day 2

Part 2

Empathetic claims management and effective dispute resolution strategies

Speaker

- Drew Schnehage – CEO & Co-Founder – Clarion Claims

Session Focus

Part 1

Focuses on the commercial foundations of a successful underwriting agency. Participants will explore business planning, product development, capacity management, market positioning and distribution strategies that support sustainable growth and profitability.

Part 2

Examines the critical role of claims management in delivering customer outcomes, protecting insurer relationships and maintaining portfolio performance. Participants will gain practical insights into claims handling, dispute resolution and differing operating models across the insurance sector.

Module 3

Participants will leave with the ability to:

- Develop and execute sustainable business and growth strategies.
- Assess opportunities for product innovation and market expansion.
- Build stronger relationships with capacity providers and distribution partners.
- Understand the impact of underwriting, business development and claims on portfolio performance.
- Manage claims processes effectively while balancing stakeholder expectations.
- Apply dispute resolution principles to achieve fair and commercially sound outcomes.

4 May 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Drinks Co-Sponsors

insurance investment solutions

clarion CLAIMS

Module 4

Business Acumen

Managing a successful agency business, financial and product portfolio

6 & 7 July 2027 | 9:00am - 5:00pm

Wotton Kearney
Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Speakers

- Susie Amos – Director & Principal of Finity
- Gokul Chandrasekaran - Principal of Finity
- Alina Pettifer - Principal of Finity

Session Focus & Learning Outcomes

This module develops the commercial and financial capabilities required to lead a successful underwriting agency. Participants will explore insurance economics, pricing principles, portfolio management and business planning, gaining practical skills to make informed decisions and drive business performance.

Using industry case studies and real-world examples, participants will strengthen their understanding of the metrics, data and financial drivers that underpin sustainable growth and profitability.

Module 4

Participants will leave with the ability to:

- Interpret key financial and operational performance indicators
- Understand pricing fundamentals and their impact on portfolio outcomes
- Use data and analytics to monitor and optimise portfolio performance
- Evaluate business opportunities through a commercial lens
- Contribute to forecasting, planning and strategic decision-making
- Strengthen financial literacy and business acumen within an agency environment

6 July 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Drinks Sponsor

ASR Underwriting Agencies

Module 5

Governance and Organisational Integrity

What you need to know for a long-term sustainable business

10 & 11 August 2027 | 9:00am - 5:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Part 1

Business Compliance & Governance (Compliance Advocacy Solutions)

Speakers

- Paul Muir – Managing Director – Compliance Advocacy Solutions

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Part 2

Effective Cyber & Privacy Risk Management (Wotton Kearney)

Speaker

- Lana Remedi - Partner (Wotton Kearney)

Module 5

Session Focus & Learning Outcomes

Part 1

Focuses on the governance, compliance and risk management responsibilities that underpin a sustainable and trusted underwriting agency. Through practical examples and industry case studies, participants will explore regulatory obligations, governance frameworks and strategies for embedding compliance into day-to-day operations.

Participants will leave with the ability to:

- Understand the regulatory environment governing underwriting agencies
- Apply financial services laws, industry codes and governance obligations in practice
- Implement effective compliance and risk management frameworks
- Address common regulatory and operational challenges with confidence
- Use strong governance practices to enhance business performance and stakeholder trust

Part 2

Places participants in a realistic cyber incident simulation designed to test organisational preparedness and response capabilities. Participants will work through the lifecycle of a cyber breach, from initial detection and containment through to recovery, communication and restoration of business operations

Module 5

Participants will leave with the ability to:

- Understand the operational and commercial impact of cyber incidents
- Respond effectively to cyber and privacy breaches
- Meet legal, regulatory and stakeholder notification obligations
- Assess and manage cyber-related decision-making under pressure
- Develop communication and recovery strategies that support organisational resilience

10 August 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Drinks Sponsor

CHU

Module 6 - Day 1

Data, Technology & Human Intelligence

Harnessing AI & Insurtech, building resilience and leading what comes next.

14 & 15 September 2027 | 9:00am - 5:00pm

Wotton Kearney
Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Part 1

Artificial Intelligence in Insurance and developing your data strategy – (Ingrity)

Speakers

- Sanan Thamo – CEO – Ingrity
- Ujjwal Dalmai – Director - Data & Analytics - Ingrity

Session Focus

Explores how artificial intelligence is transforming the insurance industry and how agencies can develop practical, responsible approaches to adoption. Participants will gain an understanding of AI applications, data quality requirements and the foundations of an effective data strategy.

Module 6 - Day 1

Part 2

Cyber resilience and protecting your business – (BCyber)

Speaker

- Karen Stephens – CEO - BCyber

Session Focus

Focuses on strengthening cyber resilience through a practical understanding of cybersecurity frameworks, terminology and risk management approaches relevant to underwriting agencies.

Module 6 - Day 2

Part 3

Insurtech landscape and current trends – (Insurtech Australia)

Speaker

- Simone Dossetor – CEO - InsurTech Australia

Session Focus

Examines the evolving Insurtech ecosystem, emerging technology trends and opportunities for agencies to create value through innovation, collaboration and technology partnerships

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Part 4

4. Leading What Only Humans Can Do – Adaptive Change and Human Leadership in the Age of AI – (Paul Slezak)

Speaker

- Paul Slezak - PS Consulting

Session Focus

Brings together two of the most important shifts leaders face today: navigating genuine adaptive change and leading in a world where AI is reshaping what valuable leadership looks like. The session focuses on the skills that will remain uniquely valuable as AI becomes increasingly embedded in the workplace.

Module 6 - Day 2

Participants will leave with the ability to:

- Understand the opportunities and limitations of AI within insurance
- Develop a practical approach to data strategy and AI adoption
- Strengthen cyber resilience and organisational preparedness
- Navigate emerging technology trends and the Insurtech landscape
- Understand why and how we need to deliberately build Human Intelligence before scaling Artificial Intelligence
- Lead change effectively in uncertain and evolving environments
- Determine what it will take to orchestrate humans and AI together to create the greatest value
- Apply structured peer consultation and problem-solving techniques to real leadership challenges

Module 6

15 September 2027

Canapés & Drinks | 5:00pm - 7:00pm

Wotton Kearney

Level 9 Grosvenor Place , 225 George Street, Sydney

Module 7

Closing the loop - From Insight to Impact.

Bringing the Academy journey together and turning learning, insight, and leadership capability into action.

16 September 2027 | 9:00am - 3:00pm

Wotton Kearney
Level 9 Grosvenor Place , 225 George Street, Sydney

Morning Tea & Lunch included

Speaker

Tenille Halliday – Tenille Halliday + Partners

Session Focus & Learning Outcomes

This final module consolidates the learning, experiences and insights gained throughout the Academy.

Through reflection, discussion and practical application, participants will connect the key themes from each module and develop a clear plan for translating learning into meaningful action within their organisations and the broader industry.

Module 7

Participants will leave with the ability to:

- Articulate a clear and informed point of view on industry and leadership issues
- Communicate ideas through compelling stories and persuasive narratives
- Build and leverage relationships that support influence and impact
- Lead conversations that drive engagement, alignment and action
- Develop a practical roadmap for applying Academy learnings in their professional environment
- Graduate with the confidence, capability and commitment to lead the future of underwriting agencies

Module 7

Graduation and Official Close Class of '27

Thursday 16 September 2027 | 4:00 PM – 8:30 PM

- Award presentations
- Speeches
- Canapés & Drinks

Venue TBC

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Class of '27 Program Mentor

Jenny Bax

Chief Executive Officer

Underwriting Agencies Council

Jenny Bax has more than 30 years' experience across underwriting, operations and executive leadership roles in Australia and internationally. As the inaugural Chief Executive Officer of the Underwriting Agencies Council (UAC), she leads the national voice of underwriting agencies and is passionate about building a more connected, influential and future-fit sector.

Recognised as one of the Insurance Business Global 100 for three consecutive years (2024–2026), Jenny has built her career around bringing people together, creating opportunities and developing future leaders. She is the driving force behind the UAC Leadership Academy and will again serve as Program Mentor for the Class of '27.

Jenny is a strong believer that leadership isn't about having all the answers. It's about staying curious, backing yourself, learning from others and being prepared to step outside your comfort zone. As Program Mentor, she will share her own experiences openly and support participants as they navigate the program and their own leadership journey.

A founding member and current Chair of ANZIIF's General Insurance Faculty Advisory Board, Jenny has a longstanding commitment to education, mentoring, and professional development across the insurance industry.

She holds an MBA from Deakin University, a Graduate Diploma in Insurance and is a Graduate of the Australian Institute of Company Directors (GAICD).

Speaker Profiles

Discover the expertise behind our program.

Explore the Speaker Profiles for insights into each presenter's background, experience, contribution and support for the Leadership Academy.

Access via the speaker profiles tab on the UAC Leadership Academy landing page.

Click to view profiles

ANZIIF Membership

Participants in the UAC Leadership Academy will receive complimentary ANZIIF membership for the full 12-month duration of the program, provided they are not already members.

This membership grants access to ANZIIF's extensive library of technical content, interactive learning tools, and a range of professional development events to support your journey throughout the course. At the conclusion of the program, participants will have the opportunity to continue their ANZIIF membership independently.

ANZIIF Modules

Candidates are required to complete the following online ANZIIF modules prior to attending each in person module, or provide proof of prior completion.

There are mandatory and optional courses available.

ANZIIF Modules

Module 1: Leading with Purpose

Mandatory:

- 5 Week Course: Manage professional development - ANZIIF (Skills Unit)

Optional: 30 minutes each

- Becoming resilient - ANZIIF (Professional Development Activity)
- How to build leadership skills - ANZIIF (Professional Development Activity)

Optional: 15 minutes each

- Five skills for insurance leaders of the future - ANZIIF (Professional Development Article)
- Leadership in the workplace — chasing the X factor - ANZIIF (Professional Development Article)

Module 2: Understanding the Market and the Players

Mandatory:

- 2 Hours: Lloyd's Demystified: Understanding the World's Leading Insurance Market - ANZIIF (Short course)

Optional:

- 2 Minutes: SNAPSHOT: History of insurance
- 5 Minutes: Insurers focus on support for First Nation peoples
- 5 Minutes: Taking charge of climate change risk

ANZIIF Modules

Module 3: Portfolio Management – Underwriting, Business Development & Claims Management - The Keys to Successful Business Outcomes

Mandatory:

- 90 Minutes: Caring for the vulnerable customer

Optional:

- 30 Minutes: The customer claims experience - ANZIIF (Professional Development Activity)

Module 4: Business Acumen: Managing a successful agency business, financial & product portfolio

Mandatory:

- 5-week course: Analyse data - ANZIIF (Skills Unit)
- ReACT - Regulation and the law, what you need to know now - ANZIIF

Optional: 15 minutes each

- Meet the Customer of the Future - ANZIIF Journal
- Customer Relationship The True Test - ANZIIF Journal
- Business Made Personal - ANZIIF

Module 5: Governance, Cyber & Privacy risks and Organisational Integrity: what you need to know for a long-term sustainable business

Mandatory - 2 Hours Each:

- Building Integrity
- Beyond Breaches

ANZIIF Modules

Module 6: Data, Technology & Human Intelligence - Harnessing AI & Insurtech, building resilience and leading what comes next.

Optional:

- 30 Minutes: Blockchain in an insurance context - ANZIIF (Professional Development Activity)
- 30 Minutes: Parametric insurance - ANZIIF (Professional Development Activity)
- 45 Minutes: ANZIIF Webinar: Insurtech across the value chain - ANZIIF (Professional Development Video)
- 15 Minutes: How to collaborate successfully with insurtechs - ANZIIF (Professional Development Article)

Dress Code & Contacts

Dress Code

Smart Casual or Business Attire

UAC Contacts

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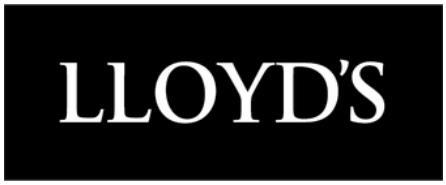
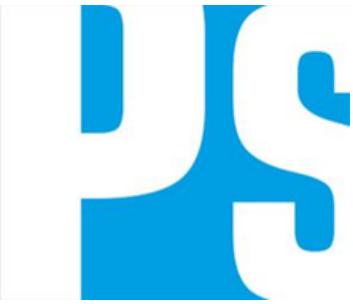
Module Sponsors

Module 1

Leading with Purpose

Module 2

Understanding the Market and the Players

Supporting Partners