

News

june 16



Grzegorz Buczkowski
President

Dear friends,

One thing that never changes is that change never stops. Its pace never ceases to surprise, sometimes even to amaze – and it never fails to leave us wondering how to find our steps in a world which seems almost unrecognisable from what it was not so many years ago.

Our Congress in Ghent was a resounding success – perfectly organised, very well attended and clearly focused on issues of fundamental importance to our sector in general and of relevance to each of our members in particular. In one way or another, almost every session touched upon the issue of change – be it the effects of recent fundamental change in our legislative environment, the rapid technological change occurring around us or the changes in human habits and behaviour which impact the way our members interact with us in our daily business. We hear and feel that the mutual model is very well suited to meet the challenges arising from these changes, perhaps even – to quote from Bill McKinney of Thrivent Financial – as an answer to the search for the “Uber-moment” that looks likely to change the face of the insurance industry. It is a thrilling perspective, and one which makes us believe that mutuality can take its rightful place at the heart of the insurance industry.

As the world changes around us, so does AMICE. We have a new Secretary General joining us in August, and a new President. We are also entering an alliance with our sister organisation – ICMIF – which will allow us to build on the strengths we have developed over the years and to combine our European experience and recognition with ICMIF’s global viewpoint and influence to offer our members better services, increased access to expertise and a larger, stronger voice in matters of importance to our sector.

Still, while we change, our goals will stay constant: we will continue to advocate for mutuality in Brussels and in Europe and be the voice of mutual and cooperative insurers there. We will continue to be a source of information and insight into political and regulatory developments of importance to our sector and to our members. We will also continue to enable the sharing of information and knowledge and experience among our members so that they are better prepared to deal with the challenges and able to meet the evolving needs of their members. All this will be possible because our combined structure will be smarter, quick to act and alert to our members’ concerns.

AMICE’s strength comes from the strength of its members; it does not exist for its own sake. It has been a heartening experience to see so many of our members attend the Congress and to witness their active involvement in our proceedings. We will continue in our efforts to encourage our members to engage with us and with each other through our working group structure and through any other means in order to ensure that AMICE is a vibrant, dynamic, member-driven organisation which speaks with their voice and allows them to reach out effectively to legislators, policymakers and supervisors. I am confident that, through the effective combination of the strong voice of our membership and the combined experience and outreach of AMICE and ICMIF, we will help our members grow and prosper among the unstoppable change taking place around us.

Grzegorz Buczkowski, AMICE President

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Interview with Gerd Leonhard, keynote speaker at the AMICE Congress 2016

Futurist Gerd Leonhard was the keynote speaker at the AMICE Congress 2016. He introduced session III with a look at how technology will affect the insurance business and change relations with the customer. To view Gerd Leonhard's presentation, go to the [AMICE channel](#) and check his slides [here](#).

Most mutuals are active locally, nationally, how can they remain competitive on-line where business activities have no borders?



I think we will still have many local businesses, especially in Belgium for example or Italy where culture is quite different from trends say in Korea or the USA (...). But in general, I think that it is true that there is a globalisation of offerings, for example some companies will have to merge in order to adapt. I think eventually there will be global companies that will offer insurance and some of them will be technological companies. IBM is now the biggest digital service agency in the world. I personally think that some technology companies might become banks and insurance

providers because they build the systems i.e. the interface, the platform, and they just outsource the actual services. They will take the place of some of the large international players.

In order to compete in this new global and digital economy, what should mutual insurers do to embrace technological changes?

I think mutual insurers can be much more efficient and customer focused by using more technology as Ville Niiranen from LähiTapiola demonstrated in his presentation, or for example by building better CRM, or using social media, etc. This is all good yet these are small steps. Mutual insurers need to think of two things at the same time, I call this hybrid-thinking. First, they have to carry on their current business in order to maintain income levels and at the same time they have to already think about what their business model will be in five years from now which is likely to be completely different. They need this dualistic approach to remain competitive. Moreover they should already get prepared now and make this new business model grow progressively while continuing their current activities.

What could their business model be in five years' time, based on the digital evolution taking place now?

Mutual insurers obviously believe in the collective model, and I tend to agree. A collective model does not mean looking at what individual people actually do and charging them exactly for what they have used. That is not collective, that is a model based on compliance or worse, a new kind of surveillance. The American model is: "I am a foolish driver so I pay a foolish price"; "I am a foolish person – I drink, I smoke – I pay extra". From my point of view, while this may work in certain domains, this is not generally a good model because it forces people to become totally compliant or be punished.

However, human beings need some 'non-compliance' so it would not work well in Europe because we believe we should leave some room for human mistakes and non-controlled behaviour. So yes, people should not act stupidly and drink themselves to death but some people will and we should still cover them. So if, in the future, mutual insurers still believe in the collective model, they have to collect all that data to define and create new business models without destroying the principle of collectivity. The idea is that we use smart technology

but we do not treat people like machines. So there is a need for a business model, for example, that reduces transaction costs, or one that allows me to insure exactly what I want – on-demand insurance. All these things can be done. It is inevitable that the premiums insurers earn will go down. Hopefully the claims will also decrease because technology is better. So 10 years from now, health insurance might be a lot cheaper because it will be easier to stay in good health using technology. Diabetes is a huge cost for insurers partly because monitoring is so poor. So if you can address that with technology, maybe you can greatly reduce costs, leading to lower claims. So mutual insurers have to invent a new future-oriented model based on collective coverage.

You are saying that the tracking of actual behaviour may be deconstructing the collective principle. So are you warning mutual insurers not to take that path while it is a general trend in many sectors?

I think it is good to track things to become smarter but it is not good to use that as the new model on its own. Because that is not insurance. It is indeed used in many sectors related to consumer goods but it is not good for behaviour. The flat rate is the best approach for the insurance sector like for the film or the music industry: you pay a specific amount and you can listen or watch as much as you want. Right now health costs are increasing, but in a few years costs will go down with the much better use of new technologies. So if you apply a flat rate, your usage goes up and your costs go down, you can provide better services and lower the price and you can still make money. But you have to help your members to improve their attitude to life, for example with these health monitoring tools. If you help people to improve their attitude, you can lower costs.

In your presentation, you explained that we, as insurers, should give back power to consumers. Mutual insurers are already controlled by their member-policyholders. So in this case what is your advice to involve more members?

Better claims technology, for example. Make the claims procedure easier. Make the payment easier. Increase transparency. I think the claims process is very old-fashioned so use technology to improve the process. People think that insurers want to pay as little as possible. It seems to me that many insurers do not want the claims procedure to be easy because it would increase claims' payments. This needs to switch to the model where you work with your claimants to make it easier, to increase the trust of the members and improve equity in order to earn their loyalty.

Do you think that our sector is ready to make the necessary changes?

This adaptation to change is a matter of company culture. If the company allows for this kind of discussion internally, if it is how the brain works in that company, the company survives – otherwise it will die. This is about culture. American culture for example is about risk taking, failing, cowboys, entrepreneurship and it is really obsessed with money as a result. (...) Our culture is different and company culture also. In Europe, we try to avoid risk and repeat. And it is that we have to change. If you are conscious of the changes taking place around you, you can make the necessary cultural changes.

Thank you for this interview!

AMICE Congress 2016 & General Meeting in Ghent

Welcome reception

With about 200 participants from the mutual and cooperative insurance sector and beyond, from Europe but also from other continents such as Asia and America, the fifth AMICE Congress had a very wide audience.

Participants were welcomed on the first day by the Mayor of Ghent, Daniel Termont, in the City Hall of Ghent. During this welcome reception, Hilde Vernailen presented Sarah Goddard, the new Secretary General of the association who will join AMICE on 1 August 2016.

Bernard Thiry, President of the Association of Belgian Mutual and Cooperative Insurers (UAAM/VVOV), which organised this congress, explained that Ghent has a special meaning for our sector as the city was the cradle of the cooperative movement in Belgium at the end of the 19th century.



AMICE General Meeting

On 2 June, prior to the Congress, AMICE's members met to take several important decisions for the association at the General Meeting. After three years as AMICE's President, Hilde Vernailen stepped down at the end of her mandate. Arnaud Chneiweiss, GEMA, France, Patrice Forget, Covéa, France, Markus Hongler, Swiss Mobiliar, Switzerland, and Patrik Schinzel, Folksam, Sweden, also left the Board. Members unanimously elected Grzegorz Buczkowski, CEO of TUW Skok, Poland, as President for the new mandate of three years. Christophe Ollivier, FNMF, France, and Wolfgang Weiler, HUK-Coburg, Germany, were elected as Vice-Presidents and Róbert Lilli, KÖBE, Hungary, as Treasurer. Two out of the three Commission Chairs were also newly nominated by the Board: Pablo Mongelos, Lagun Aro, Spain, for the Promotion Commission, and Jari Sundström, LähiTapiola, Finland, for the Advocacy Commission. Jorge Vázquez, Mutua Madrileña, Spain, saw his mandate as head of the Assistance Commission renewed.

The General Meeting validated the 2015 accounts which had received a clean bill of health from the auditors, Ernst & Young, and approved a revised (downward) budget for 2016 of € 998,000, and a balanced budget of €1,087,000 for 2017. The association's fees for 2017 remain at the same level as previous years. The other major resolution was the decision to combine forces with ICMIF to strengthen the mutual and cooperative insurance sector's voice in Europe and globally. AMICE has added a sentence to its Articles of Association indicating that it is now the "European regional association of ICMIF and as such is the representative voice of mutual and cooperative insurers in Europe". The European members of both associations will now gain access to the other association's activities and services will be combined to

provide added value to members. Over the next few months, AMICE's newly appointed Secretary General, Sarah Goddard, and ICMIF's CEO, Shaun Tarbuck will be putting together a strategy to implement this decision together with the Boards of the two associations. The General Meeting approved a transitory provision to the Articles of Association giving the association two years to reach a combined association with a combined fee.

Members can download the resolutions approved and the draft minutes from the [Members' Area](#) of the website.



Hilde Vernailen, Grzegorz Buczkowski & Sarah Goddard

Read more details on the welcome reception and the AGM in [Congress News #1](#).

AMICE Congress 2016 in Ghent

The Congress was opened by Hilde Vernailen as outgoing President of AMICE who presented her successor Grzegorz Buczkowski to the audience. Hilde Vernailen also presented the positive results of the sector in Europe and worldwide and introduced the audience to the new collaboration with ICMIF.

Grzegorz Buczkowski chaired session I on "Mutual societies: protecting their customers by nature". Gabriel Bernardino, Chairman of EIOPA, presented the activities and aims of his institution on this topic. He was followed by three practical case studies: Hans Kooij (Achmea, NL) on the impact of the General Data Protection Regulation, and Jos Brumagne (Curalia, BE) and Patrick Fäcker (Fédérale Assurance, BE) on the implementation of Solvency II. More details on the opening session and session 1 in [Congress News #2](#)



Patrick Fäcker, Jos Brumagne, Hans Kooij, Grzegorz Buczkowski & Gabriel Bernardino

The second session on the similarities between the collaborative economy and the mutual model was a panel discussion moderated by Susanne Sjödin-Svensson (Folksam, SE) and composed of five panellists: Professor Koen Frenken (University of Utrecht, NL), Matteo Cattaneo (Reale Mutua Group), Arnaud Chneiweiss (GEMA, FR), Matthieu Lietaert (BE) and Frank Straube (HUK-Coburg Group, DE).



Frank Straube, Matthieu Lietaert, Arnaud Chneiweiss, Matteo Cattaneo, Susanne Sjödin-Svensson & Koen Frenken

“Mutuals evolving in the digital world” was the topic of the third session chaired by Jorge Vázquez (Mutua Madrileña Automovilista, ES). The futurist Gerd Leonhard explained how technology will affect the insurance business and change relations with the customer. Ville Niiranen (LähiTapiola, FI) and Lise Agerley (ALKA, DK) presented practical case studies from their companies on the topic.



Lise Agerley, Jorge Vázquez & Ville Niiranen

The last session focused on how mutual insurers can secure capital to finance the future. Professor Karel Van Hulle, (KU Leuven, BE & Goethe University Frankfurt, DE) chaired and introduced the subject. He was followed by Aurélien Dubois (QBE Re, BE) who explained how to optimise reinsurance to free up capital. Martin Shaw (AFM, UK) presented the new UK system of mutual shares and Helena Thorlin (Skandia Liv, SE) shared the story of the mutualisation of her company.



Helena Thorlin, Martin Shaw, Aurélien Dubois & Karel Van Hulle

The Congress was closed by Hilde Vernailen, who thanked all parties involved in the perfect organisation of the event, and the new President of AMICE, Grzegorz Buczkowski, who warmly thanked her for all her work during her mandate.



Hilde Vernailen & Grzegorz Buczkowski

More info on the last three sessions can be found in [Congress News #3](#). Speakers' presentations are available in [pdf](#) format on the website and in video format on the [AMICE channel](#). During the sessions, the audience was invited to respond to questions; the answers to these polls can be read [here](#).



→ AMICE Congress 2018

The AMICE Congress 2018, organised by Folksam and Länsförsäkringar, will take place from 3 to 5 June in Stockholm.

Promotion | Updates

Promoting mutual and cooperative values working group

The Promoting working group met on-line on 27 April to start working on its new project which is a new edition of the brochure published by AISAM in 2004, [Good practices vis-à-vis staff and member-policyholders](#). The group decided to add a section on good practices towards the community. Members will receive an invitation to participate in this project during the summer. The working group will meet at the end of September to review the case studies sent by members.

Communications working group

In April 2016, the Communications working group met in Ghent to finalise the organisation of the AMICE Congress. The group visited the congress venue to ensure that final logistical details were in place to ensure the smooth organisation of the event. Participants also discussed the launch of several publications during the event:

From past to present: a valuable model



The publication "From past to present: a valuable model" was officially presented during the opening session of the AMICE Congress in Ghent.

The Promoting working group prepared this publication to overcome the lack of knowledge or understanding of the mutual and cooperative insurance business model and its origins.

The brochure contains 18 stories of AMICE members from 13 different countries. Each article is divided into two parts, the first explains how the organisation was created and the second sheds light on its unique mutual characteristics today. The printed version will be sent to all members and relevant stakeholders, while the pdf version can now be downloaded from the [AMICE website](#). Members who wish to receive additional printed copies can contact the [Secretariat](#). An electronic version including all stories sent by AMICE members will also be released over the coming months.

Annual Report 2015



The annual report is now available in [English](#) and [French](#). An overview of the association's key achievements and activities in 2015 are included as well as an interview with Nicolas Schmit, Minister of Labour, Employment and the Social and Solidarity Economy for Luxembourg. The printed version is being sent to all AMICE members and extra copies can be ordered from the secretariat.

Market InSights 2014



For the third year running, ICMIF in collaboration with AMICE, published Market InSights 2014 based on the data the global association collects on the sector. The report includes a section on the European mutual and cooperative insurance market (36 countries) and on the EU markets for life and non-life. Data on premiums, market shares, employment, members/policyholders, and assets are included. [English](#) and [French](#) versions can now be downloaded from the AMICE website.

The working group will hold its next meeting at the beginning of October.

Assistance | updates

The Assistance working groups will be holding their next meetings in September:

- The Health working group on 14 September in Brussels with a presentation of the Italian healthcare system and discussions around the topic of sales and marketing of health insurance products;
- The Reinsurance working group will hold an on-line meeting mid-September to start planning next year's Meeting of European Mutual and Cooperative Reinsurance Managers;
- The chair of the CSR working group, Nicoletta Tranquillo, left her organisation Unipol just after the last meeting, and the working group is now renewing its work programme.

Advocacy | Updates

Regulatory Affairs working group

During the Regulatory Affairs working group in Brussels on 8 June, a representative from the European Commission's Data Protection Unit briefed members on the General Data Protection Regulation which was published in the EU Official Journal on 4 May and will be fully applicable in all 28 Member States from 25 May 2018. The working group discussed AMICE's lobbying activities on the upcoming consultations on level 2 measures under the Insurance Distribution Directive (IDD) and on the final draft regulatory technical standards (RTS) on key information documents for PRIIPs, as well as the upcoming Commission White Paper on the governance, accountability and funding of the European Supervisory Authorities (ESAs – EBA, ESMA and EIOPA). Members also shared their views on the preliminary findings of the European Commission's report on the ongoing review of the Insurance Block Exemption Regulation. The next Regulatory Affairs working group meeting will take place on 5 October in Brussels.

CMU

At the end of April, the European Commission published the first [Capital Markets Union \(CMU\) Status Report](#) which outlines the progress made in the first six months since the adoption of the CMU Action Plan and describes the key initiatives scheduled for 2016–2018. One of the first steps taken following the adoption of the Action Plan was the **CMU call for evidence** on the cumulative impact of the EU regulatory framework for financial services to which AMICE [submitted](#) a response. In May, the Secretariat attended a public hearing organised by the Commission to discuss the initial results of this consultation. The [responses](#) received to the call for evidence have highlighted that (1) legislation is not always proportionate, (2) in certain areas, legislation is impeding financing available to the economy, and (3) that the compliance burden on businesses is too high. The Commission intends to complete the analysis of the responses this summer before reporting on planned follow up.

Distribution

Following the entry into force of the **Insurance Distribution Directive** in February, EIOPA has started working on its technical advice which is intended to enable the European Commission to adopt four delegated acts: product oversight and governance arrangements; conflicts of interest; inducements; assessment of suitability and appropriateness and reporting to customers. EIOPA is also developing the draft implementing technical standards (ITS) on the **product information document** (PID) for non-life insurance products. Industry stakeholders will be consulted on these issues during the summer.

In May, AMICE met with one of the consultancies which has been commissioned by the European Commission to conduct a 'Study on consumers' decision-making in insurance services: a behavioural economics perspective'. The meeting was an opportunity to share our preliminary views during the early stages of the design work on the PID.

At the beginning of April, EIOPA published its [revised preparatory guidelines](#) on **product oversight and governance arrangements** by insurance undertakings and insurance distributors. The aim of these guidelines is to support and to provide guidance to the national authorities in the preparatory steps which should lead to a consistent implementation of the IDD.

Following AMICE's [response](#) to the ESAs joint consultation on **PRIIPs Key Information Documents** (KIDs), the final [draft RTS](#) were submitted to the European Commission on 6 April. AMICE continued to lobby actively on the PRIIPs file by sending letters to the Chair of the European Parliament's Economic and Monetary Affairs Committee, Roberto Gualtieri, and the PRIIPs Rapporteur, Pervenche Berès, and through meetings with relevant MEPs. These bilateral contacts aimed at outlining the sector's main concerns with the technical flaws in the draft RTS and to urge the EU policymakers to delay the

implementation date of the PRIIPs Regulation by one year, so as to ensure a successful delivery of the KID to consumers.

Social economy

On 13 April, AMICE hosted a preparatory meeting of the European Commission's Expert Group on Social Entrepreneurship ([GECES](#)). Participants discussed the preliminary reports of the four Working Groups and in particular, the one on the regulatory framework for social enterprises. Victor Meseguer from Social Economy Europe also briefed members on the [meeting](#) of the Bureau of the European Parliament's Social Economy Intergroup with the Commissioner for Internal Market, Industry, Entrepreneurship and SMEs, Ms. Elżbieta Bieńkowska.

Supported by Social Economy Europe, the European Parliament Social Economy Intergroup organised a hearing on financing issues for the sector on 28 June. AMICE Vice-President Christophe Ollivier spoke at the event.

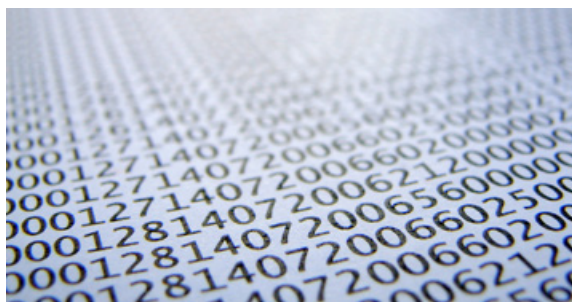
Social dialogue

AMICE and the other social partners in the insurance sector (Insurance Europe and Bipar for the employers, and UNI Europa for the employees) launched a new publication "[The demographic challenge revisited: innovative measures in the European insurance sector](#)" during a dissemination conference which took place in Bucharest on 11-13 May. The booklet showcases a selection of initiatives – with a particular focus on Central and Eastern Europe (CEE) – that promote work-life balance, qualifications and lifelong learning, health and safety at work, working longer and telework in the insurance sector. AMICE members Achmea and LocalTapiola provided best practices on telework within their organisations.



Solvency II

In the preparatory phase for Solvency II, data reporting was not given too much attention. EIOPA had requested national supervisors to engage firms in preparations during 2015. However, the biggest revolution has come in 2016 as firms start submitting a huge amount of data. The **reporting requirements involve collecting an unprecedented amount of data** and sending it to supervisors using formats and systems that were new to most firms. And beyond the official Solvency II data request, most jurisdictions require insurers to submit national specific templates as well. **Most mutuals have had to invest heavily to develop or adapt systems that can cope with the flow and format** (data needs to be submitted in extensible business resource language, XBRL).

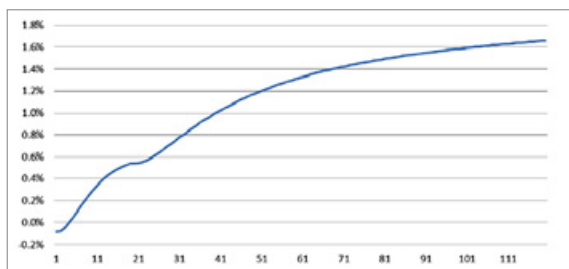


But seeing the amount of data (i.e. millions of data points) flowing into national supervisors, one question comes to everybody's minds, **what are supervisors going to do with all that information?** EIOPA argues that the Solvency II data will allow national supervisory authorities to both **monitor macro prudential trends** and **supervise individual entities**. Whether this will be achieved remains uncertain but AMICE will continue making efforts to have the reporting package simplified for the benefit of its members.

EIOPA 2016 Insurance Stress Test

EIOPA launched the 2016 Insurance Stress Test on 24 May. Insurers will have an extra week to complete the exercise as, following our request, the original launch date of 31 May was changed to give insurers more time to respond. The deadline for submission is 15 July. AMICE participated in EIOPA's 2016 Insurance Stress Test Workshop which took place at EIOPA's premises on 13 April and provided input during the informal consultation process prior to the official launch of the exercise.

This year's stress tests will affect more firms than before as EIOPA has targeted firms representing a 75% share of each national market compared with 50% previously. In some jurisdictions, the supervisory authority has required the participation of all firms offering life products with fixed guarantee rates.



Interest Rate Curve for Low-for-Long Scenario | Source: EIOPA

The test focuses on two major market risks for long-term insurance business: a prolonged period of low yields and a scenario where both asset prices and the risk-free rate fall. The insurance industry as a whole has been arguing **that the scenarios tested are too severe to produce meaningful results.**

EIOPA is managing a **Question & Answer process** to support participants in executing the exercise. Should you prefer to submit your questions through AMICE, please contact [Silvia Herms](#).

Review of the Ultimate Forward Rate (UFR)

As announced in the March newsletter, EIOPA is pushing for a review of the UFR (Ultimate Forward Rate). EIOPA's intention to keep the UFR stable had been questioned by the European Systemic Risk Board (ESRB) which has close links with the ECB. In April, EIOPA launched a consultation to review the methodology to determine the level of the UFR which is currently set at 4.2% for the Euro. In its paper, EIOPA is inviting the industry to provide feedback on its **proposals to reduce the UFR to 3.7%** either gradually or with effect from 2017.

AMICE acknowledges that there is quite a **significant misperception about the meaning of the UFR**. The Ultimate Forward Rate (UFR) is not the discount rate of insurers' liabilities. The UFR is, in reality, an input needed to generate interest rate curves for up to 130 years.

Changes to the UFR can have a very significant impact on the Solvency position of some long-term providers of insurance and it will create an artificial volatility in insurers' balance sheets.

The European Commission indicated in a workshop, which took place at EIOPA's premises on 14 June, and which AMICE attended, that **the review of the UFR is foreseen in the context of a general review of the standard formula in 2018**. If that promise holds, insurers can breathe more freely, at least for a couple of years!

New set of Delegated Acts

The legislative activity of Solvency II has not stopped with its entry into force on 1 January. Following the end of the objection period by the co-legislators (end March 2016), the European Commission published the new set of Delegated Acts in the Official Journal. In April 2016, EIOPA launched a public consultation on the changes to the SCR guidelines and reporting package as a result of the newly adopted Delegated Acts. AMICE submitted comments on 3 May 2016. **EIOPA's final texts were published in June 2016** and submitted to the European Commission for endorsement. EIOPA is currently proceeding with the change in the taxonomy for reporting purposes. The changes will be consulted with stakeholders and the final version will be ready by the end of September 2016.

External Ratings

Following AMICE's intense lobbying activity over the last months, EIOPA launched a questionnaire addressed to NSAs on the use of ratings for Solvency II purposes. EIOPA indicated that several problems had been reported to EIOPA that may endanger the access by insurance undertakings to information on ratings of the investments they hold due to intellectual property and licensing barriers. Through the questionnaire, **EIOPA aimed at monitoring this issue given the importance it has from a proportionality principle perspective**. Several AMICE members in different jurisdictions answered the questionnaire which had been sent on by their supervisory authorities.

The European Commission recently published a **"Study on the Feasibility of Alternatives to Rating Agencies"**. AMICE was interviewed last year on the topic and provided comments in writing. The study aims to map and describe alternatives to external credit ratings and carries out a feasibility assessment of the identified alternatives. The Secretariat is currently analysing in depth the content and feasibility of the proposals and will continue the exchanges with the co-legislators so that alternatives to credit ratings are allowed in the Solvency II legislation.

→ AMICE Calendar 2016-2017

- 1 July Brussels Solvency II working group
- 26 August On-line Solvency II working group
- 13 September Brussels Executive Committee
- 14 September Brussels Health working group
- 20 September Brussels Associations working group
- 28 September On-line Reinsurance working group
- 30 September Brussels Solvency II working group
- 5 October Brussels Regulatory Affairs working group
- 28 October Brussels Solvency II working group
- October Brussels Communications working group (date to be confirmed)
- October Brussels Promoting working group (date to be confirmed)
- 17 November. Paris Board
- 25 November Brussels Solvency II working group
- 16 December. Brussels Solvency II working group
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- 21 February Brussels Executive Committee
- 16 or 21 March Athens. Board (date to be confirmed)
- 16 May. Brussels Executive Committee
- 7 June Brussels Board
- 8 June Brussels Annual General Meeting
- 17 October Brussels Executive Committee
- 14 November. Manchester. Board

→ External Events Calendar 2016

- 8-9 September London 6th Annual Managing Insurance Assets
Marcus Evans
£200 discount AMICE members. Please contact the Secretariat.
- 13-14 September London The Claims Transformation – Forum 2016
IQPC Europe
20% discount for AMICE members. Please contact the Secretariat.