



HISCOX

Brand book



The art of the possible



## Foreword

I hope that this book will inform and inspire you about our brand.

Over the last 12 years we've been on a journey to build something that reflects and amplifies the core values of the business, and sets us apart from the herd.

When I joined, I told Robert that he had already done the hard part in creating the culture he had.

All marketing had to do was to tell people about it in an engaging and compelling way. This book is part of that story.



It's about being unique

8.5 years





Who are we?



We share the same morals  
but different opinions; believe  
in the same fundamentals but  
practise in an individual manner.

10 years



You'll love it if you enjoy being empowered, want accountability, are able to take ideas and make them happen, and have passion for what you do.

You'll hate it if you like to be told what to do and don't have passion for your work.

21 years





Insurance exists to help rebuild communities after the havoc caused by catastrophes; paying claims after such events is what we are here for.

24 years



Where have we come from?



# 1901

A E Roberts underwrites marine insurance at Lloyd's.

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Everything else ▶

# 2016

Headquartered in Bermuda,  
Hiscox now has 30 offices in 13 countries  
throughout the UK, US, Europe and Asia.

# 1938

Ralph Hiscox joins the Roberts agency to establish non-marine Syndicate 33 at Lloyd's. He leaves in September 1939 to join the RAF.



1939-45 Spitfire

# 1965

Ralph Hiscox's son, Robert, joins Roberts & Hiscox.



1965 Mini Cooper



1967 David Hockney paints A Bigger Splash

# 1970

Ralph Hiscox dies and Robert, aged 27, takes control of the business.



# 1946

Ralph Hiscox returns from the war and rejoins the Roberts family to form the Roberts & Hiscox partnership.



1946 Victory stamp

# 1967

Ralph Hiscox is elected Chairman of Lloyd's. Robert starts underwriting for Syndicate 33.

# 1990

Hiscox UK launches 606 home insurance.



1990 Hubble space telescope is launched

# 1993

Robert Hiscox is elected Deputy Chairman of Lloyd's for 1993-95 (during the years of Reconstruction and Renewal) and he leads the introduction of corporate capital to Lloyd's.



1993 CERN announces the World Wide Web is free to anyone

# 1996

Hiscox plc is formed. The Economic Insurance Company is acquired, and its name changed to the Hiscox Insurance Company, enabling the Group to underwrite in both the Lloyd's market and the Company markets.



1996 Dolly the Sheep is born

# 1997

Hiscox plc is admitted to full listing on the London Stock Exchange.



1997 Hong Kong is returned to the People's Republic of China

# 1999

Hiscox begins to insure cyber risks.

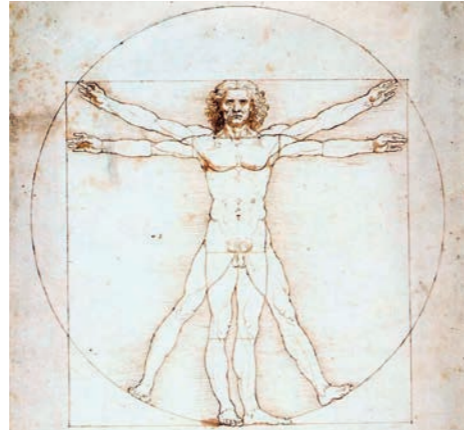


1999 The Euro is launched



## 2005

Hiscox Bermuda opens to underwrite worldwide reinsurance and some of the Group's retail business.



## 2010

Hiscox is the first direct insurer for small businesses in the US.



## 2013

Robert Hiscox steps down as Chairman to become Honorary President and is succeeded by Robert Childs.

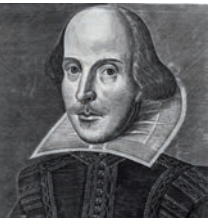


## 2015

Hiscox opens new customer experience centre in York.

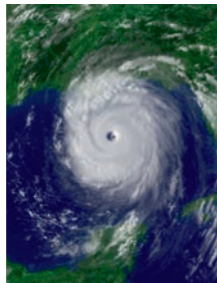
Hiscox celebrates 20 years of operating in France and Germany and a decade in Spain.

Hiscox acquires R&Q Marine services and RH Classics.



## 2000

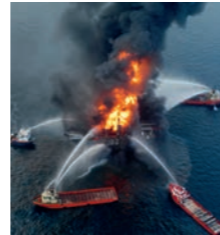
Bronek Masojada is appointed Chief Executive of Hiscox plc. Hiscox Online is launched as the first internet insurance site for owners of valuable homes.



## 2006

The domicile of the Group is moved to Bermuda under a new Bermudian holding company: Hiscox Ltd.

Hiscox opens its first US office – in Armonk (New York).



## 2011

Hiscox is the first direct insurer for small businesses in France.



Hiscox Re, the reinsurance operation of the Group, is formed.

## 2014

Hiscox acquires the online insurer, DirectAsia.



## 2016

US business celebrates ten years.

1947

My father had a pig, which he told me to insure.

Not a serious pig but one for bacon in those Spartan days.

Ralph insured it as a joke...

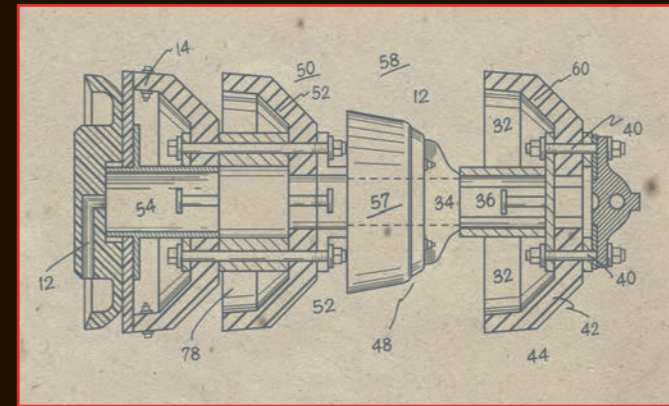




2017

We now insure  
oil pipelines  
in 65 countries.

And their pipe pigs.







What comes next?

THE SHAPE OF  
**THINGS  
TO  
COME**

**A GREAT DREAM  
OF THE FUTURE**



In the first quarter of the 21<sup>st</sup> century the story of mankind upon this planet undergoes a change of phase.

Technology further revolutionises the world, touching more people, broadening more horizons, unifying and empowering.

With that a vision of previously unsuspected possibilities opens to the human imagination. And that vision brings with it an immense readjustment of ideas; by 2025 the landscape of insurance is almost unrecognisable.

Fundamental change is rooted in control and measurement. The population is no longer saddled with inflexible policies; they now select only the parts of cover that they need, only for the things they own and only for the time they need it.

The price of cover adjusts, based on activity collected by internet-connected devices, as the Internet of Things brings people and their sentient homes together. The smart home talks to its master, sending alerts about imminent flooding or unusual human activity inside itself, allowing direct action to be taken in absentia. A sentient home's heating is remotely adjusted through a smart phone to stop pipes freezing whilst the same device tracks a customer's movement around the world charging for travel insurance accordingly.

Car insurance premiums are a mere fraction of what they once were as driverless vehicles eradicate bad driving. Deaths and injuries caused by accidents have now virtually disappeared and whiplash claims and car park disputes, which together account for 94% of all insurance claims, fade into the past as driverless technology parks the cars, applies the brakes automatically and swerves to avoid pedestrians and cyclists.

Companies no longer worry about cyber protection. Full storage, encryption and protection of all data is provided by their insurer and they receive automatic restoration if it is needed; any public reputation impact and critical communications are now handled as part of the cover.

Claims are made digitally, from anywhere, at any time, and simple ones are settled the same day without speaking to anyone. A customer just accesses an app, makes the claim and either money, or a new item, is delivered to them within 24 hours.

It is the future and is within our grasp.



What defines us?



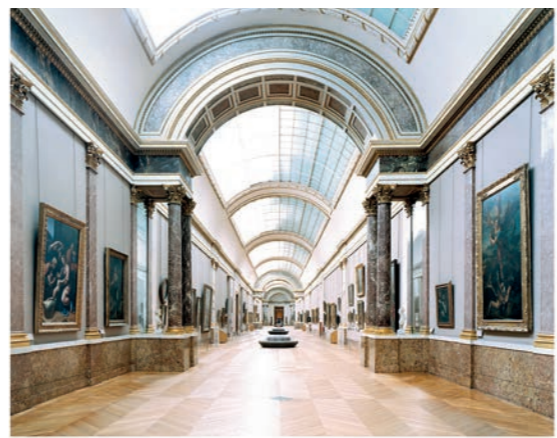


The art is awesome, kind of makes you realise that the company is far from short sighted; art is both an investment in value and an investment in staff morale and long-term happiness.

5 years



Our art





Hiscox is more of a family than a place to work.

4.5 years

We aim to manage the unpredictable.

31 years

I am quite different to friends who don't like their jobs.

17 years

You are your own engine here; in other places the engine supports you.

12.5 years

Hiscox goes into areas that are more than a tick box.

7 years

I have had a brilliant time and I have laughed.

27 years

The only limit we have is our own ability to innovate and execute.

6 years

Your opinion seems to matter here.

4.5 years

I have never learnt as much as I have here.

7 years

I was travelling the world. I was offered an opportunity here that I traded it all in for.

7 years

Ourselves

I work for another company, but when I come in here I feel that I work for Hiscox.

19 years

We are decent people trying to do the best.

31 years

We're treated like adults here; we're given responsibility to run our work lives.

8 years

Hiscox doesn't have room for 51 percenters.

9.5 years

I feel like I run my own business on this team.

12.5 years

One of the things for me is hope. I have hope when I walk in.

6 years

I bought into here for a reason: to help people when they need us.

12.5 years



To challenge convention  
is the spirit of Hiscox.

Do not follow the herd.

People tend to get comfort  
from doing what everyone  
else is doing, but there will  
be no comfort in being a  
member of a herd going  
into a slaughter house.

Do what you think is right  
or commercially sensible  
even if it goes against the  
consensus; this is the driving  
force behind all our values.

I was proud to be called  
an iconoclast during my  
time at Lloyd's.

52 years

## Challenging convention

Our values define our business. At their heart is a restless spirit to challenge convention and push for continuous improvement.

## Human

Fair, firm and inclusive.

## Courage

Do the right thing, however hard.

## Quality

World class, where it matters.

## Excellence in execution

Consistent, timely, efficient delivery.

## Integrity

True to our word.

Our values

Stick your head  
above the parapet.

Trust your instinct  
(above logic).

Employ people better  
than you, even if they  
are not like you and  
dare to delegate.

Embrace change;  
the world belongs  
to the discontented.

Love the customer.

Do first class business,  
in a first class way, with  
first class people.

Do what you said you  
would do when you  
said you would do it.

There is always  
a better way.

## Our maxims

Avoid arrogance by  
staying modest,  
hungry and nimble.

Never avoid difficult  
issues, confront them  
and deal with them.



What is in our soul?



Honour





We aspire to earn the trust of our customers. We act with integrity and treat our customers with respect.



We make good any genuine loss; we deliver on our promises.



## My horse ate an Aston

Customer, 19 years

The annual harvest festival in a quiet village was interrupted when the verger's husband informed a member of the congregation that his new Aston Martin DB9 was forming a mid-morning snack for our insured's horse.

The cheeky mare had leant over the fence and taken more than just a bite out of the unsuspecting gentleman's pride and joy and had caused over £2,000 worth of damage.

Fortunately our insured had the benefit of public liability cover under a Hiscox 606 Home Insurance policy and settlement was promptly issued to the claimant.

The horse has since been moved to a neighbouring field to curb its expensive appetite.



Honour is at the heart  
of everything we do.





## The 2015 Bali volcanic ash cloud

### The silver lining

Our insured held a two-day conference in Bali in November 2015. Unhelpfully the Mount Rinjani volcano erupted on the first day of the conference and the resultant ash cloud caused flights to be cancelled or disrupted for days. Subsequently the 300 delegates, plus staff, were stranded on Bali by the end of the conference, with all attendant costs.

Liaising with our client (who was also stranded on Bali) we quickly confirmed cover; all the delegates were found additional accommodation and alternative flights home and got to enjoy the delights of Bali for between two and eight days courtesy of Hiscox.

“Thank you for standing by my side.”

Customer, 9 years



Excellence





We will strive to improve in everything we do and never be satisfied; the world belongs to the discontented.



We devote ourselves to creating superior products and services that meet customers' needs.





“Are you all right?”

A question you won't find in the small print of most insurance policies

In the past 17 years Britain has been hit ten times by severe floods.

Often, if we find out an area has been or is about to be impacted we don't now wait for calls to flood in, we look to ring our customers to see if they have been affected.

Yes, in part we do this as it means we can assess our risk earlier, but it also means we can support customers when they need our help most.

We can act quickly and send someone round to assess damage on the spot, which means we help to put people's lives back together sooner rather than later.

All with a simple improvement: a phone call.





We strive for excellence.



## Well above par

In 2012 a fire in a Belgian golf club damaged the treasured clubs and equipment of over 100 members. Thirty of those members were with Hiscox and they were all paid well before any other company responded.

Once the golf season started again we sent all the clients a golf ball telling them that they had been indemnified and should be able to tee off the new season with new clubs, paid for by us.

“The handling and settlement of this matter gave us the confirmation and trust that, if in the event a disaster happens, claims with Hiscox are being settled correctly and with empathy.”

Customer, 10 years



Courage





We dare to be different.



We challenge convention.



An Englishwoman in New York

Our Group Claims Director received this email from a Hiscox policyholder:

“Without your totally sensitive and helpful approach, I would not have been able to get through this. At the beginning, I was extremely shocked and scared but you really managed to take the stress out of the situation... Thank you so much in general, and thank you for the way you approached and executed the claims. If Hiscox ever needs a customer to report about her experience with Hiscox, I am volunteering! I am already telling all my friends that they need to change their household cover to Hiscox.”

We were delighted to receive this message of gratitude from one of our home insurance policyholders, which followed our resolution of a large claim against her arising from one fateful night in New York...

Our policyholder was visiting New York where she had a number of friends, including one who lent her an apartment to stay in. It started as a pleasant evening in the apartment and before going out for a meal with some friends, our policyholder hosted pre-dinner drinks on the roof terrace. They then adjourned to a nearby restaurant where they saw to their horror that a fire had broken out on the roof of the building they had been enjoying a drink on just 20 minutes earlier.

There were blue lights and sirens everywhere. The New York Fire Department eventually extinguished the fire – which it later transpired was probably caused by a stray lit cigarette possibly discarded by our insured or one of her friends. Unfortunately, the fire, smoke and water caused significant damage to the apartment that had been lent to our policyholder and extensive water and smoke damage to a neighbouring apartment.

Claims for nearly \$4m were issued in New York against our policyholder. Fortunately, she had the benefit of Hiscox Home Insurance, which indemnified her under the personal liability section of the policy.

After detailed investigations and after taking various legal process points against the claimants, a potential liability of nearly \$4m was resolved by way of without-prejudice out-of-court settlements for less than \$1m.



“I do remember that when I chose Hiscox in 1995, I did so based on the recommendation of a friend who stated that Hiscox was the world’s best insurance and that one could rely on Hiscox as an insurer in case something really serious happened. He was right on both counts. Hiscox is the world’s best insurance, and I am the best proof that one can rely on Hiscox.”

Customer, 8 years



We approach everything  
we do with courage.





## A Grade I problem

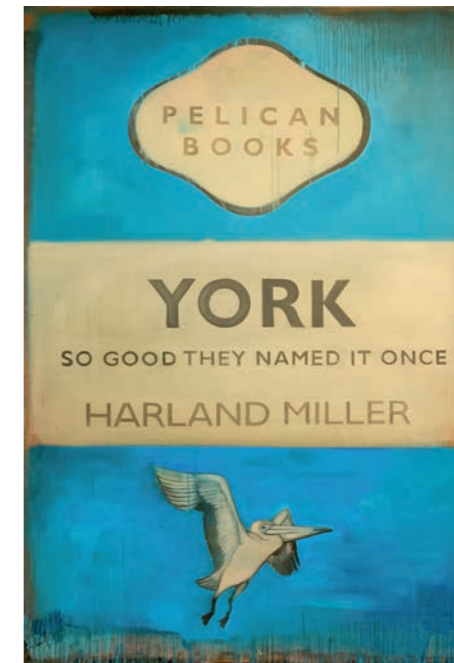
5 Grafton Street is a substantial Grade I listed mid-terrace Georgian townhouse located in Mayfair in the City of Westminster, London. It is part of an exceptional group of very large houses that were designed and built by the renowned architect Sir Robert Taylor between the years 1760 and 1772.

In the early hours of 4 February 2012 a major fire developed which caused massive damage to the roof and vast quantities of extinguishment water devastated much of the decorated interior of the old building.

Properly restoring this important building to its former glory and to a habitable state under the watchful eye of the Westminster City Council and English Heritage was Hiscox's challenge.

Enlisting the services of a team of specialists ranging from listed building architects to highly skilled craftsmen, Hiscox met the claim, which ran in to tens of millions of pounds Sterling. By 2015 the massive rebuilding task was complete, the historic building restored, and the tenant reinstated in his beautiful home.







## A tough act to follow

York is one of England's finest and most beautiful historic cities. The Romans knew it as Eboracum, the Saxons Eoforwick, the Vikings Jorvik.

It saw Constantine the Great acclaimed as Emperor of Rome and is home to York Minster, one of the most beautiful cathedrals in northern Europe.

Its more recent history also characterises the city, its medieval architecture, its Georgian town houses and its iconic Victorian railway station.

Modern York has 34 conservation areas, 2,084 listed buildings and 22 scheduled ancient monuments in its care.

And we decided to build there.

"I wanted this to be a progressive addition to the brilliant architectural history of York."





Enhanced public realm

Integrated Hiscox brand values

Positive response to site context

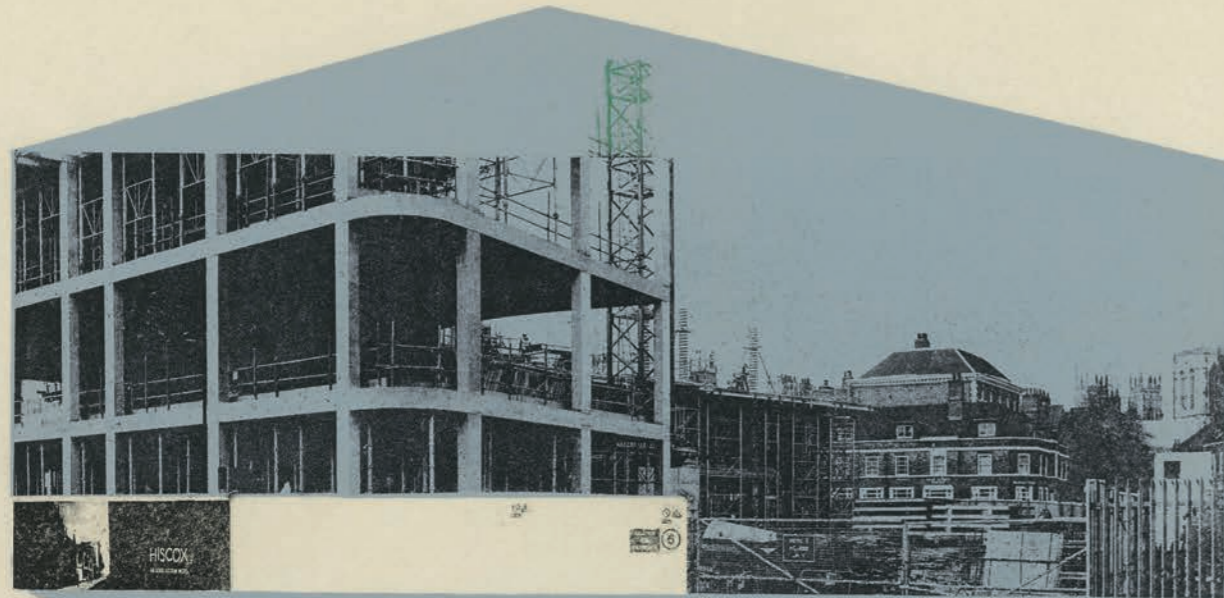
## The brief

Integration of art

Efficient flexible work space

High-quality staff amenity

Environmentally responsible



485 days of construction with over 200 construction workers completing 250,000+ hours of on-site work.

8,000,000 nails and 750 tonnes of steel.

4,400 cubic metres of concrete, which is nearly the volume of two Olympic-sized swimming pools.

4,200 square metres of raised flooring, the equivalent of 16 tennis courts.

## The build

775 square metres of glass, four times as much as York Minster's iconic Great West Window.

420 metres of steel columns, taller than the Empire State Building.

101 metres of leather handrail, long enough to cover the arch of York Millennium Bridge.

One decommissioned rocket.





Build it and they will come

A building needs life.

Hiscox York can house 500 colleagues inside and has another 120,000 on the roof; two colonies of bees have been installed.

Ninety percent of food worldwide is provided by a crop species of just 100, and 71 of these are dependent on honeybees for pollination, which means the serious decline in honeybees in the UK is a threat to future food supplies.

We like to ensure the future.





We needed a building that reflects the Hiscox values, the hunger to be slightly contrary, not to be one of the pack, not extravagant, wasteful or expensive but something which proved that if you push yourself you can achieve great things with limited resources.

12 years

York is made up of layers of history, and this is the next layer. It sets us up as a company that you want to work for. An office needs to be a place you choose to come to, it needs to inspire and entice. After all, people can work from anywhere and we want them to work from here.

12 years

It's only concrete, glass and brick which we just put together rather differently. Is it some desks in an art gallery or some art in an office? There is always that debate.

8.5 years

You always sensed that the building was going to be a joyous place.

16 years, BAM Construction

We hoped and prayed they could deliver on this. And they have. They have created a landmark for the 21st century. We will use this as a benchmark for other developers in future.

31 years (retired), York Civic Trust













Finally



A businessman should only be  
judged a success if the business  
thrives after he has gone.

52 years

This book should help.

Over to you.



1  
Vik Muniz  
Muhammad Ali (Cassius)  
2010  
Digital c-print

2  
Steven Gregory  
A Nod's as Good as a  
Wink, from the portfolio  
'In the darkest hour there  
may be light' 2006  
Digital photographic  
print on Fuji Crystal  
Archive paper

3  
John Baldessari  
Brain/Cloud  
(With Seascape  
and Palm Tree) 2009  
Inkjet on Hahnemuhle  
photo rag 308 gsm paper  
using archival inks

9  
Oliver Chanarin,  
Adam Broomberg  
Scarti 2013  
Twice-printed  
lithographic paper

10  
Sarah Morris  
Weasel 2007  
Household gloss paint  
on canvas

11  
Stephen Conroy  
Abstract Painting 1992  
Oil

4  
Neil Gall  
Untitled 2001  
Oil on canvas

5  
Richard Mosse  
Herd at Dusk 2011  
Digital c-print

12  
Alistair Mackie  
Bi-polar – M1 US Army  
helmet 2006  
Steel

Our art credits

13  
Abigail Lane  
For his own good 1997  
Photograph

6  
Brent Wadden  
Alignment 2013  
Painting – hand woven  
fibers, wool, cotton and  
acrylic on canvas

7  
John Baldessari  
Money (with Space  
Between) 1994  
13 colour lithograph/  
screenprint

8  
Alighiero E Boetti  
Tutti i pesci vennero  
a galla 1992  
Embroidery

14  
Candida Hofer  
Musée du Louvre Paris VII 2005  
2005  
C-print

15  
Conrad  
Shawcross  
Paradigm 2015  
Weathered steel

16  
Lee Friedlander  
Montana 2008  
Gelatin silver print

Mitch Dobrowner

'Rope'

Page 10

Timeline image credits

[hiscoxgroup.com/timeline](http://hiscoxgroup.com/timeline)

Pages 16, 17, 18, 19

Reuters/YT Haryono

'Ash Cloud'

Page 50

## More art credits

Matilda Temperley

'The Somerset Floods'

Page 56

Harland Miller

'York So Good They  
Named It Once 2005'

Page 75

Catherine Sutcliffe-Fuller

'Topping Out'

Page 78