

ENDURING MOMENTUM

ODYSSEY GROUP'S FIRST 25 YEARS AS A FAIRFAX COMPANY

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Brian D. Young
President and Chief Executive Officer
Odyssey Group Holdings, Inc.

FOREWORD

We are pleased to present *Enduring Momentum*, a book that commemorates Odyssey Group's first 25 years as a Fairfax company. In commissioning this book, our goal was to celebrate the people and key events that have guided us to this special anniversary. While it is not intended to encompass every step of our journey, it does highlight many crucial moments during the past quarter century that have been important to our development and success.

What has made our journey so rewarding? The answer is inside these pages, where many of our employees have expressed their thoughts and feelings about who we are as a company and what it's like to work at Odyssey in just six simple words. This six-word

story challenge was posed in January 2020, and the response was overwhelming. I truly hope you enjoy reading them.

My hope is that this book will become more than a keepsake of our corporate legacy. As the years go by, it will become increasingly important to preserve our business philosophy and values for future generations. New employees will have a chance to reflect on our humble beginnings, understand the importance of our milestones and hopefully come to cherish how Odyssey's past has shaped its future.

I also hope our clients and business partners will enjoy reading about our journey — after all, many of them will recall the events as they happened. We

Odyssey is my pride and joy.

certainly would not be here today without the support of our clients and business partners around the world. We exist to serve you, and we thank you for entrusting us with your business.

To Prem Watsa, Andy Barnard and all of our colleagues at Fairfax, we cannot thank you enough for your patient, steady leadership and unwavering support. The values you have instilled in us and the compassionate, entrepreneurial culture you have created are what make Odyssey Group a company that is built to last. We are very proud to be a part of the Fairfax family.

And to my colleagues and our retirees around the world, I am honored to have shared this odyssey with you.

We are more than just colleagues — we are family, and we have built an enduring business together. I am eternally grateful to each and every one of you for your sacrifice, dedication and hard work that made this possible.

Thank you for taking time to celebrate this amazing journey with us. Here's to the next 25 years!



Brian D. Young

PRESIDENT AND CHIEF EXECUTIVE OFFICER
ODYSSEY GROUP HOLDINGS, INC.

PROLOGUE

WEATHERING THE STORM

In the year leading up to Odyssey's 25th anniversary as a Fairfax company, no one could have imagined how quickly and drastically the workplace would change — from working together closely to working apart remotely. Nonetheless, the company did not miss a beat. While many companies can say the same, what's remarkable about Odyssey is that its various global teams had their fingers on the pulse of COVID-19 at exactly the same time without knowing it.

On the evening of January 28, 2020, a number of Odyssey Group executives were having dinner with Dr. Jonathan Simons. A world-renowned oncologist and the president and CEO of the Prostate Cancer Foundation, Dr. Simons had flown in to speak at

Odyssey's Stamford headquarters the next day about medical research that Odyssey and its parent company, Fairfax Financial Holdings Limited, had commissioned. (That remarkable research is recounted on page 128.)

Dinner conversation touched upon many areas, including the news of a novel coronavirus. Before departing, Dr. Simons turned to Kate Delaney, vice president of human resources, with a word of advice: Buy hand sanitizer, double-strength and plenty of it.

Earlier that same day, the healthcare risk management team of Hudson, Odyssey's U.S. insurance arm, had distributed an alert to clients and business partners, advising them of the looming

threat. The doctors, physician groups, hospitals and other healthcare providers were told that the U.S. Centers for Disease Control and Prevention were closely monitoring the new airborne illness that was affecting individuals worldwide and had already been diagnosed in several people in the United States.

Meanwhile, thousands of miles away in Singapore, Lucien Pietropoli, CEO of OdysseyRe's AsiaPacific region, was facing the very same, rapidly evolving situation. With Asian public health teams more deeply immersed in the pandemic, Lucien initiated measures across the region, and staff in OdysseyRe's Beijing and Tokyo offices, as well as Newline Group's underwriter in Shanghai, were already safely working from home.

At the same time, Odyssey Group President and CEO Brian Young was in Melbourne with his Newline colleagues, hosting key brokers and clients at the Australian Open. The mood had been somber, but not because of the virus: Australia had been battling an incredible series of wildfires, and although Newline employees were physically safe,

the destruction of their countryside was devastating. Brian would go on to Singapore before returning to New York in early February.

In many ways, preparing for catastrophe is the very lifeblood of a (re)insurance company — scanning the horizon is second nature. Odyssey's strong, decentralized global business had been tested many times, but up to this point those tests had targeted a single region threatened by a major hurricane or wildfire, or a localized tragedy, as the New York area experienced on and after September 11, 2001. The 2020 health pandemic was unprecedented: a threat crippling the entire world.

As January gave way to February, each passing week brought more dismal news about the spread of the virus, now referred to as COVID-19. Odyssey's local management teams, in 14 countries around the globe, responded with business continuity measures and travel restrictions, and by sourcing and securing equipment for remote work arrangements. By late March, the entire company was essentially working remotely, with systems and technology firmly

in place to ensure that employees could remain connected and productive.

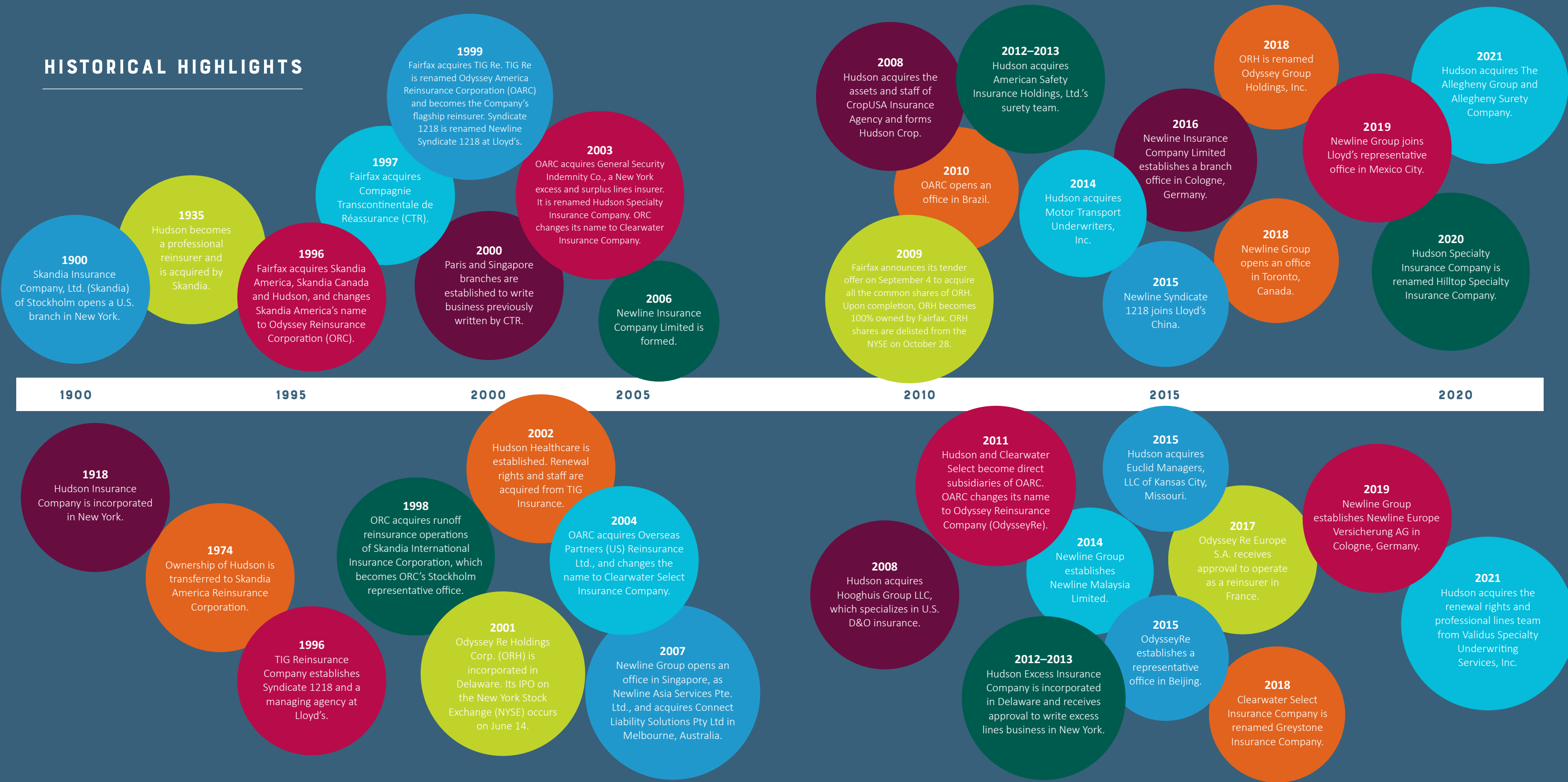
In many jurisdictions around the world, insurance was deemed to be an “essential business,” which enabled critical Odyssey staff to return to their offices to support technical infrastructure and perform vital functions. Around the world, staff in all departments were hard at work, in many cases around the clock, to meet regulatory requirements and support their clients and business partners. For example, in London, Newline Syndicate 1218 at Lloyd's was insuring clinical trials, including those related to COVID-19.

While staff around the world remained focused on colleagues, clients and business partners, Brian was concerned about the health and emotional well-being of employees; some had become ill themselves or were losing loved ones to the virus. Often referring to Odyssey employees as a family, he offered words of reassurance and inspiration: “It's easy to get depressed wondering when this is going to end, but that doesn't serve any purpose. Keep your focus on

what's most important: your health, your family and your job ... Embrace your family, keep them safe and enjoy the extra time you have to spend with them.”

During a virtual town hall meeting, Brian spent nearly two hours delivering reassurance. In no uncertain terms, he advised that no one was going to lose their job as a result of the pandemic and that there would be no rush to return to the physical office. In fact, employees received a special bonus in recognition of their resiliency and collective efforts in maintaining high service levels during this challenging time. He called on three of Odyssey's core values — discipline, diversification and service — to remind everyone that together, with the backing of this global, strong and stable enterprise, they would weather this storm. It was exactly what everyone needed to hear — leadership at its finest and a timely reminder that however this pandemic eventually resolves, it is just one more adverse event to overcome. Just as the company had overcome countless challenges over the past quarter century, Odyssey would prevail, and even prosper, in this crisis as well.

HISTORICAL HIGHLIGHTS



The white knight rescues
Skandia America!

— James Salvesen, OdysseyRe, Retired

CHAPTER ONE

THE FOUNDING YEARS



Prem's vision shines on us all.

— Henry Withinshaw, Newline, London, Executive

V. Prem Watsa
Chairman and Chief Executive Officer
Fairfax Financial Holdings Limited
Founder of Fairfax

“WHY NOT COME HERE AND RUN YOUR OWN SHOW?”

When Prem Watsa founded Fairfax in 1985, it was to build a business focused on property and casualty insurance and reinsurance, along with the investment management services associated with the enterprise.

In December 1995, he received an intriguing telephone call at his Toronto headquarters.

The caller was Jim Dowd, then CEO of Skandia America Reinsurance, which was owned by the Swedish insurer Skandia. Jim was wondering if Prem was interested in buying the company's Canadian operations. The parent company had lost its appetite for North American business, and the market was soft at the time, which made Jim's need to negotiate a deal even more pressing.

Prem knew and liked Jim, whom he had met some years earlier, and was open to what he had to say.

The history, the present, the future.

— Deryck Brown, Newline, London, Accounting

He agreed to acquire the Canadian company but thought he’d try to sweeten the pot. Would Skandia consider selling the entire North American enterprise?

Jim balked at first, questioning Fairfax’s capacity to take on such an undertaking. But after he reviewed the financials Prem provided and the two men took a trip together to Stockholm, Skandia agreed to the transaction.

In May 1996, Fairfax acquired Skandia America, Skandia Canada and Hudson Insurance Company for \$228 million in cash, about two-thirds of the companies’ book value of \$344 million. “We got them at a discount,” Prem says. But was it time to celebrate?

Jim agreed to remain as chairman of Skandia America during a transition period. That bought Prem a small amount of time to identify a successor and

recruit several other senior executives. He turned to a friend named Paul Ingrey for advice. Paul, the founder and CEO of F&G Re Inc., and later chairman of Arch Capital Group Ltd., “was a legend in the reinsurance business,” Prem says. “I asked him, ‘Paul, who are the best three executives you would hire?’ And he said, ‘Andy Barnard, Mike Wacek and Jim Migliorini.’”

All three were prominent players in the industry, but the key target was Andy, whom Prem sensed would be an ideal fit to assume the CEO mantle. There was only one problem: Andy didn’t want the job.

“I was number two at Transatlantic Reinsurance Company, with an extraordinarily interesting job,” says Andy. “I was in charge of all underwriting worldwide at a much bigger, much stronger, more successful company than Skandia America.”



► The Odyssey Begins

One of the first tasks for the senior managers at Skandia America was to create a new name for the company.

A branding agency was retained for that purpose, but when it failed to come up with anything acceptable, company management presented a contest to the employees, offering a \$1,000 prize to anyone who could conjure up a new identity.

Courtney Greene, who would become Hudson’s vice president and director of treasury operations, had the winning entry. “The company was in a state of flux because of the acquisition,” he says, with some people leaving and others staying.” (Courtney ended up working at the company for more than 25 years.)

“For both new and veteran employees, the changes marked uncharted territory,” he says. “In trying to come up with a name, I wanted to capture this time of excitement and rebirth. I was reminded of Homer’s classic epic The Odyssey, in which the main character goes on a 10-year journey to return home. I felt it paralleled the journey many of us were taking. We, too, were trying to find or make a new home of sorts. It just seemed to fit perfectly, and obviously many others agreed.”

On July 19, 1996, Skandia America’s name was changed to Odyssey Reinsurance Corporation.



Despite making it explicit from the outset that he wasn’t interested in the opportunity, Andy agreed to attend two dinners with Prem in New York City and one in Toronto. Prem pointed out to him that Transatlantic’s CEO was only two years older than Andy; he wasn’t likely to retire for a long time. Recalls Prem, “I said to him, ‘Why not come here and run your own show?’”

The usually persuasive Prem failed to convince Andy, even after he promised that Fairfax would be completely

hands-off in its management of the new entity. However, fate intervened in a most unexpected way. Prem’s long-term driver, Mason Hoxha, questioned Andy as he took him back to the Toronto airport after the third dinner. “What’s wrong with you?” Mason said. “This is a very good company. This is the best job you’ll ever have.”

To Prem’s surprise, not long after Andy returned to New York, he called and accepted the position. “I was so happy,” Prem says. “Hiring Andy was the single best decision I’ve made.”

**We are creative,
disciplined and ethical.**

— Debra George, Hudson, Napa, Underwriting

Jim Migliorini, who had been underwriting for a succession of American reinsurers, including Skandia America in the 1980s, happily came on board soon after. So too did Brian Young and Joe Guardo, both of whom had worked for Andy at Transatlantic in the early 1990s. Mike Wacek, the third member of Prem's wish list, was still not in the fold, but Prem did not give up hope.

A solid management team was falling into place. Now all they had to do was take what were virtually bankrupt companies and turn them into gold. And that's just what they did.

REAPING GROWTH THROUGH ACQUISITION

Two immediate and key purchases helped Andy steer Odyssey in the right direction from the outset. In August 1996, a month after Andy arrived at Odyssey,

Prem learned that Compagnie Transcontinentale de Réassurance, better known as CTR, was up for sale. Established in 1951 and headquartered in Paris, it also had offices in Singapore (established in 1991) and Tokyo (1996). One of the oldest reinsurance companies in Europe, CTR had excellent relationships with insurers around the world.

Prem again negotiated a discounted transaction price. In September, Fairfax purchased CTR for \$175 million. Andy was suddenly heading up a firm with global reach and premiums of \$500 million.

Further growth came in 1998, when Odyssey added certain runoff operations of Skandia International. “That gave us an office in Stockholm and continued to fill out our international footprint,” says Andy. “However, all of these were basically decentralized, separate entities that I oversaw.”

► **OdysseyRe in Latin America**

OdysseyRe took root in Latin America when Gustavo Scheffler, who had previously led Skandia International’s Latin American operations, joined Odyssey along with Tere Gutierrez to open its Mexico City office in 1998. Philippe Mallier would be promoted to run the Latin America division in 2009, and Gustavo would be appointed chairman in 2010.

“What started off as a small, property facultative reinsurance operation in Mexico City has grown into a division that was built diligently and patiently,” says Philippe. “Over time, we began to also underwrite casualty treaty from Miami and opened an office in Brazil in 2009. Fast-forward from one single product at our humble beginnings; we now have 14 products to offer to our business partners in more than 43 countries. We have a strong team, and our brand recognition and reputation are excellent.” Today, the Latin America team covers the whole region, including a strong presence in the Caribbean.

The next acquisition opened the door for Odyssey to become the unified powerhouse it is today.

In a deal finalized in April 1999, Fairfax purchased TIG Holdings, Inc., an insurance holding company listed on the New York Stock Exchange, for \$16.50 a share in cash or \$847 million for the entire company. TIG Holdings owned two main subsidiaries: TIG Insurance, based in Dallas, Texas; and TIG Reinsurance, based in Stamford, Connecticut. TIG Holdings had investment assets of approximately \$3.9 billion and a book value of \$1.1 billion.

The addition of TIG Re made Odyssey’s reinsurance operations one of the largest in the U.S. broker reinsurance market. In fact, with net premiums written

in excess of \$800 million worldwide, OdysseyRe had secured a place in the market almost overnight.

There was another hidden gem in this transaction: the president and CEO of TIG Re was Mike Wacek. “We finally had the third of our key people,” says Prem. In October 1999, TIG Re was renamed Odyssey America Reinsurance Corporation, and its Stamford home became the headquarters for the company’s reinsurance operations. It has remained so ever since.

Meanwhile, Hudson, which had been incorporated in 1918, retained its base in New York City under the leadership of Jim Migliorini. Although its focus had fluctuated over the years, Hudson now concentrated

A community that can overcome anything.

— Julie Zhang, Hudson, New York, Actuarial

Creating unique opportunities based on values.

— Jade Washington, Newline, London, HR

Great company with very good friends.

— Eduardo Nobrega, JMalucelli

Professionals respected as they should be.

— Ronald Jacobs, OdysseyRe, Stamford, Claims

No pretext here, just working together.

— Peter Lovell, Odyssey Group, Stamford, Executive

We remain vigilant during fluctuating markets.

— Adam Knox, Odyssey Group, Stamford, IT

on casualty lines and program business. Hudson was a relatively small undertaking at the time, but over the years it would become a significant specialty insurer in the U.S.

An additional benefit of the TIG Re transaction was that it included Newman Syndicate 1218 at Lloyd’s of London, which was subsequently renamed Newline. Led by active underwriter David Newman, it was the first integrated Lloyd’s vehicle ever approved, which gave it historic prominence.

With a new millennium about to commence, Andy had assembled a team of talented executives who were now in charge of an enterprise poised to take its place as a significant player in the reinsurance and specialty insurance industry, active in key markets throughout the world. Things were only going to get better.

ODYSSEY GROUP: GLOBAL REACH, LOCAL EXPERTISE

From one office in New York in 1996 to more than 30 offices in 2021, Odyssey Group has expanded its geographic footprint to provide clients with local expertise and to rapidly respond to business opportunities as they emerge around the world.



Patient capital,
timeless
principles,
continuing success.

— Brian Quinn, OdysseyRe,
Stamford, Executive

Longevity is
commonplace ...
which speaks
volumes.

— Ryan Chefalas, OdysseyRe,
Stamford, Underwriting

Enjoy the
ride ... It's
worth it.

— Alane Carey, Odyssey Group, Stamford, Executive

We are
members of
Team Odyssey!

— Frank Pidoto, Odyssey Group,
Stamford, Accounting

Nobody
does it
quite like us.

— John Pascual, Hudson,
New York, IT

► **The Disaster Diaries**

Mark Hinkley started out at Skandia America in 1988, moved to TIG Re and joined Odyssey when Fairfax purchased it “just in the nick of time.” (He stayed with the company until his retirement in 2007.) While at TIG, Mark had begun a project called *The Disaster Diary*, which he continued during Odyssey’s first few years. In 2000, *Business Insurance* praised the annual diary as an “extremely witty pocket calendar [that] pokes fun at about every aspect of the insurance and reinsurance business and many of its celebrities. Its lists of best sellers, achievement awards and glossary entries are unique.”

Mark, who says he “played a bit of a role as a court jester during the transition from TIG to Odyssey,” describes the diaries as a combination of *Mad* magazine and *Inside Baseball*.

The annual publication, which was sent to clients and brokers, “took every day and said what disaster or catastrophe happened on that day,” he says. “Some were actual catastrophes, so it was partly educational but mainly sarcastic.”

The glossary items were especially popular. For instance:

- **ALAE** *Loss Adjustment Expenses that you tried hard to allocate to someone else*
- **Direct Reinsurers** *Reinsurers who show up at your office without calling*
- **Loss Reserve** *A place where bad losses are kept in reserve, like fine wine, waiting to be reported after renewal*
- **Reinsurance** *Used insurance*

In 2004, “having served its purpose,” Mark says, *The Disaster Diary* was discontinued.



Strong leadership,
cool heads,
solid backing.

— David Green, OdysseyRe, Toronto, Underwriting

OdysseyRe Production Meeting
Bordeaux, France - April 1998

ODYSSEY'S TOP SIX WORDS:

No. 6

GIVING

ADJECTIVE
providing love or other emotional support

MENTIONED
x15



**The people,
the culture,
the success.**

— Jean-Pierre Wan, Newline, London, Accounting

CHAPTER TWO

A QUARTER- CENTURY OF RISK AND REWARD

Building success while building a family.

— John LaBelle, Hudson, Avon, Underwriting

Initial Public Offering on the
New York Stock Exchange
New York, NY - June 2001

THE PUBLIC LAUNCH OF A GIANT

In 2001, a change in the insurance marketplace prompted Odyssey Group, then known as OdysseyRe, to take bold action. At that time, the company had a significant global presence; not only did it have operations in the U.S. but also in London, Toronto and Latin America, as well as new Odyssey branches in Paris (2000) and Singapore (2001) to conduct business previously written by CTR.

The next path for growth was clear. Andy says Prem decided the time was right to take Odyssey public to realize the full value of the business and to provide the capital flexibility necessary to take advantage of significantly improving market conditions.

On June 14, 2001, Fairfax took the leap with an initial public offering of Odyssey shares on the New York Stock Exchange of 17.1 million shares at \$18 each via

Banc of America Securities and CIBC World Markets. It traded under the NYSE symbol ORH (Odyssey Re Holdings Corp.) and Fairfax retained approximately 74 percent ownership. With this control, no one could come in and do a takeover without Fairfax's blessing.

The IPO helped Odyssey create a new, more unified identity — one that was bolstered by the transparency such a move required. According to Andy: “We had all these different pieces that had been put together. Going public helped us to be seen as a significant new player on the global stage.”

Three months later, the world changed. The attacks on September 11 were a horrific tragedy on many levels. Thankfully, the company suffered no direct casualties or physical injuries — amazing, since OdysseyRe's New York office was located on the 18th floor of 22 Cortland Street, directly across from the

Working to contribute to Odyssey's success.

— Andrea Scott-Grey, Odyssey Group, Stamford, Accounting

World Trade Center — but it mourned the loss of many of its business partners.

The effect on the insurance industry was nothing short of profound. “The events of September 11 injected a much larger dose of fear into the insurance and reinsurance markets, accelerating improvements in terms of trade in the marketplace, ultimately making it a much more attractive environment to be writing business in,” says Andy. “When we went public, we were writing about \$800 million of premium. By about 2005, we were at \$2.5 billion.”

HUDSON GAINS PROMINENCE

While the IPO helped propel Odyssey to greater prominence in the marketplace, another part of the company, Hudson Insurance, was also slowly starting to build up.

Hudson's roots date back to 1918, when it was incorporated in New York, yet its history is marked with periods of dormancy and years of operating only as an internal vehicle. By the late 1990s, Hudson was still looking to establish its footing despite its rescue by Odyssey. “There were only 12 people here at the time,” says Chris Gallagher, who joined Hudson in late 2002 as chief underwriting officer and is now president and CEO. “We had to go out and start creating a company from scratch — we had no infrastructure: we had no claims, we had no actuarial, we had no systems, we had no finance department.”

In order to gain traction and credibility in the market as efficiently as possible, Hudson decided to focus on delegated underwriting authority agreements — third-party arrangements in which experts in a certain type of insurance sold policies on behalf of Hudson in return



Falling forward + open mindset = endless growth.

— Gina Ingram, Hudson, Great Bend, Compliance

for a commission. “Historically, people said you could never make money doing that,” says Chris. “That it was a terrible idea. Everybody had lost so much money on delegated underwriting authority, including other Fairfax companies. But we thought it could work for us.”

Before embarking on this initiative, Hudson first had to get the blessing of Fairfax CEO Prem Watsa, who had vowed never to get involved with these types of relationships again. Chris and Jim Migliorini boarded a private plane, along with Andy, Peter Lovell, Hudson’s general counsel at the time, and Director of Global Claims Jeff Rubin, and flew to Canada.

In Toronto, the five men met with several Fairfax executives and, true to the Fairfax philosophy that its companies manage their own affairs, Prem left the decision about whether to go ahead with the plan to Andy, who did just that. “Andy gave Hudson the support

to grow and start up at a time of turmoil with a business model that was, at that point, in disrepute,” says Chris.

Hudson became one of only five companies in the U.S. with delegated underwriting authority programs. It wasn’t smooth sailing — at least, not at first. “We stubbed our toes, we tripped and we fell, but we kept going forward,” says Chris. For a while, these programs encompassed the sum of Hudson’s business. “We did not have the administrative capability to issue an insurance policy at Hudson at that time.” That eventually changed and, today, delegated underwriting authority programs account for about half of Hudson’s revenue.

“Although several people deserve credit for this working out, which it did in a huge way for us, I have to acknowledge Andy’s support as the main reason we survived and prospered,” Chris says. “He took a big risk and it paid off.”

Being united to overcome difficulties together.

— Liliane Charles, OdysseyRe, Paris, Underwriting



► A Day Like No Other

On the sunny morning of September 11, 2001 at 8:46 a.m., Blanca Cano, a senior technical assistant in the facultative department, was in the OdysseyRe New York office when she heard a loud explosion. At first, she thought it had been caused by something heavy falling upstairs, but she soon learned, as did the world, the grim truth. “I ran to the window and I saw the huge hole and black smoke coming out from the first tower,” she says. “It was really scary.”

She stayed in her office, as instructed by building management, but left after the other tower was hit by a second plane. At the elevator, she saw Program Underwriter Rob Dowden waiting in his wheelchair. John Gavigan, a senior vice president, joined them and, together, the three managed to get outside, where people were running in panic through the streets. Mobility was an issue for everyone. “Rob said he had an apartment on the Upper East Side,” says John, “so we started heading there. We offered to push him, but he was a bit of a stubborn guy.”

Once they had seen Rob home safely, Blanca and John separated to do the same. They didn’t return to Cortland Street in the aftermath of the attack (though some employees returned a few weeks later). Within 24 hours, IT had set up alternative phone numbers for all affected and designated office space for them in Stamford. “They coordinated a bus that took us every day. We were there for almost two months,” says Blanca. In November, Fairfax sister company Crum & Forster provided additional office space at 110 William Street.

Some 20 years later, the memory lingers for all those affected. “It was a day and a time we will obviously never forget,” says John.





Celebrating Five Years on the
New York Stock Exchange
New York, NY - June 2006

Serving customers, overcoming challenges, finding solutions.

— Nancy Petitto, Hudson, Lake Mary, Underwriting

It wasn't the last time the company would swing for the fences. In 2002, Hudson had the chance to acquire the renewal rights and staff from the struggling healthcare division of sister company TIG Insurance. "It was a question of should it be closed down? Was it salvageable in some way? Andy and his team stepped in and turned it around in quite an astonishing fashion," says Chris.

"We didn't buy any assets or liabilities. We just brought the team over from TIG," he says of the December 2002 renewal rights transaction. By April the following year, Hudson's personnel had increased to almost 45 people.

Timing once again played an important role just as Hudson was ramping up its medical malpractice offerings. St. Paul Fire & Marine Insurance Company, the largest writer of such policies in the U.S., unexpectedly

abandoned the field. Other major providers followed suit. It was the opportunity of a lifetime.

"All of a sudden, we were insuring hospitals and physician groups and writing other healthcare policies," says Chris. "They were the first insurance policies Hudson issued itself." As it turned out, that business became the most profitable Hudson has ever had.

As Christopher Suarez, Hudson's chief underwriting officer until his retirement in 2019, would later say, "With the establishment of Hudson Healthcare, the company's roots took hold and the Hudson we know today slowly began to take shape."

Another transaction that furthered Hudson's development was its acquisition of American Safety Insurance Holding's surety team, which underwrote commercial and contract surety business. "This acquisition was instrumental and allowed Hudson to

Helping build a premier reinsurance company.

— Stephen Van de Graaf, OdysseyRe, Stamford, Underwriting

The hidden hand behind all innovation.

— Marc Lupinacci, OdysseyRe, Stamford, Underwriting

Working through claims to bring closure.

— Paul Ryan, Hudson, Napa, Claims

Plotting our path forward with precision.

— Dean Romany, Guardian

Amigos y aliados de 25 años.

— John Saunders, Odyssey Group, London, Actuarial

— Christian Nölck Rodríguez, Seguros G&T

The atmosphere of friendliness and nurturing.

— Jennifer Palmer, Hudson, Bellevue, Underwriting

Helping build a premier reinsurance company.

— Amy Wells, Hudson, Indianapolis, Underwriting

Determined to succeed regardless of challenges.

— James Migliorini, Hudson, Retired

Working together for excellent client service.

— Eileen Reis, Hudson, Napa, Claims

— Sally-Anne Beevers, Newline, London, Claims

Diversity in a culture of productivity.

— Eileen Reis, Hudson, Napa, Claims

Giving back.

— Henry Withinshaw, Newline, London, Executive

Joining in. Sharing fun.

— Henry Withinshaw, Newline, London, Executive

A familial vibe in the day-to-day.

— Stacia Burke-Soleyn, OdysseyRe, Toronto, Accounting

Anticipated 2008 crisis and survived "HIM."

— Kevin Crawford, Willis

— Didier Kore, Odyssey Group, Stamford, Accounting

Setting the bar, forever raising standards.

— Kevin Crawford, Willis

Paying it forward through mentorship opportunities.

— Shaun Sachdev, Odyssey Group, Stamford, IT

Providing farmers with peace of mind.

— Steve Milholland, Hudson, Spokane, Claims

Large company resources, small company feel.

— Adam Bonville, Hudson, Austin, Underwriting

Challenging ourselves to do things better.

— John Saunders, Odyssey Group, London, Actuarial

Helping build a premier reinsurance company.

— Adam Bonville, Hudson, Austin, Underwriting

Able to adapt to changing conditions.

— Maria Heydorn, OdysseyRe, Toronto, Accounting

significantly expand our surety operating platform and market presence,” says Mike Cifone, former head of surety for Hudson who currently serves as the company’s senior operations officer. “We added 34 surety professionals along with hundreds of agent relationships that have helped propel Hudson into a top 25 surety nationally.” In 2021, Hudson now offers more than 75 products and is fast approaching the \$2 billion mark in annual premiums.

NAVIGATING THE SUBPRIME CRISIS

The U.S. economy rode high through the mid-2000s — until the financial crisis struck, beginning in 2007. Business flipped upside down, and few were unaffected. Kirk Reische, vice president and assistant general counsel, remembers speaking to local friends who worked in the banking, finance and investment

sectors. “So many were distraught because they were losing their jobs,” he says. Odyssey, however, was an outlier. “In contrast to almost all the other players in the insurance and reinsurance world,” says Andy, “we came through the recession very favorably.” The reason: the foresight of Prem and other senior executives at Fairfax, including long-time investment executives Brian Bradstreet and Roger Lace. “Fairfax had anticipated the problems in the subprime mortgage market,” says Andy. “It avoided making investments in that area, and on top of that, also took investment positions that stood to benefit from the demise of that market.” “Fairfax believed certain markets were very overvalued,” Kirk says, “and started buying credit default swaps in 2003. This was what some of us called the Big Hedge. The credit default swaps were

► No One Likes a Restatement

Beginning in 2005, the U.S. reinsurance industry endured a period of heightened scrutiny over the accounting treatment of certain types of reinsurance transactions. Odyssey, along with many of its peers, was subpoenaed by the SEC. Ultimately, Odyssey determined that it needed to restate the accounting treatment of certain reinsurance contracts. Restating annual financials is an extremely time-consuming process, during which many employees put in countless hours preparing the necessary materials. Despite a great deal of angst, they persevered to meet tight deadlines. “There were no harmful effects of having gone through that process,” says Andy. “The concerns were short-lived, and we satisfied all of the parties that needed to be satisfied.”

basically insurance on corporate bonds, which can pay off in multiples of what you’ve laid out as your premium cost if the bonds experience a big drop in value. When the financial crisis escalated, Odyssey and Fairfax started making money hand over fist on the credit default swaps, as well as short positions, and everyone was so relieved. To this day, if you ask the average Odyssey person how they felt about 2007/2008, I think they’d say, ‘So thankful I was working at Odyssey at the time.’” In September 2009, Fairfax was able to raise \$1 billion through an offering of its own shares to buy back the publicly held Odyssey shares. The decision to delist Odyssey from the New York Stock Exchange and take Odyssey private was a simple one: the public listing had become more work than benefit.

When the delisting took effect on October 28, 2009, Fairfax’s buyout price for Odyssey was \$65 per share. “Remember, Odyssey’s shares were taken public at \$18 per share in June 2001 and had dropped as low as \$11, so it was a very nice payout over about nine years,” says Kirk.

NEWLINE ON THE RISE

Through the years, Newline Group — the smallest of Odyssey’s three operating platforms, but still a formidable enterprise — has performed exceptionally well and become a market-leading specialty insurance group. From 2013 to 2020, it has posted an underwriting profit each year. This accomplishment is all the more impressive given the challenging market conditions across this period, especially in casualty lines. “We’ve done it because we’ve maintained discipline. We’ve made the right moves

Our principles, our consistency, our people.

— Carl Overy, Odyssey Group, London, Executive

at the right time, but we haven’t grown when we shouldn’t have, like others did,” says Carl Overy, Newline Group CEO.

In 2006, Newline Insurance Company was established in London to complement the group’s Lloyd’s business and provide an alternative platform for access to business across the U.K. and Europe.

Physical expansion beyond Europe began in 2007, putting Newline on the map in Australia and Singapore. Seven years later, the firm entered Malaysia, followed by the Lloyd’s China platform in Shanghai in 2015, a new service company in Canada (2018) and a Lloyd’s representative office in Mexico City in 2019. “Whilst London is a renowned center of excellence for insurance, we have also seen great value in supporting our clients locally where we

can,” says Carl. In line with this principle, Newline opened a branch office in Cologne in 2016. Staying close to its distribution partners and clients was an important strategy. “Germany, in particular, was a very advantageous location for us, given we had been trading there for well over 10 years,” he adds.

The new branch office in Cologne was well received by the German market, which now had local access to Newline’s specialized products and services. And, with the success of the branch, the future path was clear. According to Henry Withinshaw, Newline Group chief operating officer: “As the prospect of Brexit loomed, there was no need to look further than Cologne for our European insurance solution. Armed with experienced underwriting and claims teams, as well as operational infrastructure, we




► *Changing of the Guard*

On April 1, 2011, Brian Young took over as Odyssey’s president and CEO. Andy Barnard, who had led Odyssey since its inception, assumed a leadership role at Fairfax, where he became responsible for overseeing all Fairfax insurance and reinsurance operations worldwide.

Brian had been previously stationed in the U.K., where he ran Odyssey’s London Market Division. In 2009, following his return from the U.K. the prior year, he became COO of the entire OdysseyRe Group, as it was known at the time.

That handoff — the only one in 25 years — couldn’t have been smoother, says Carl Overy, Newline Group CEO. “By having just two CEOs, you get stable leadership. We’re not one of those companies where there’s a new CEO every five years, coming in with different ideas, changing things. That stability has contributed a great deal to our success.”



proudly launched Newline Europe Versicherung AG in April of 2019.” Better known as Newline Europe, this monumental move enabled Newline to continue servicing its clients throughout Europe post-Brexit.

Additional product diversification also contributed greatly to Newline’s growth. “Over the past 15 years, Newline had established itself as a market leader in casualty insurance, covering financial and professional lines, medical malpractice and liability,” says William Beveridge, Newline’s chief underwriting officer. “The most recent addition to our product offering has been our affinity & special risks business unit, which focuses on exclusive niche products within the U.K. and international markets.”

Having the opportunity to grow professionally.

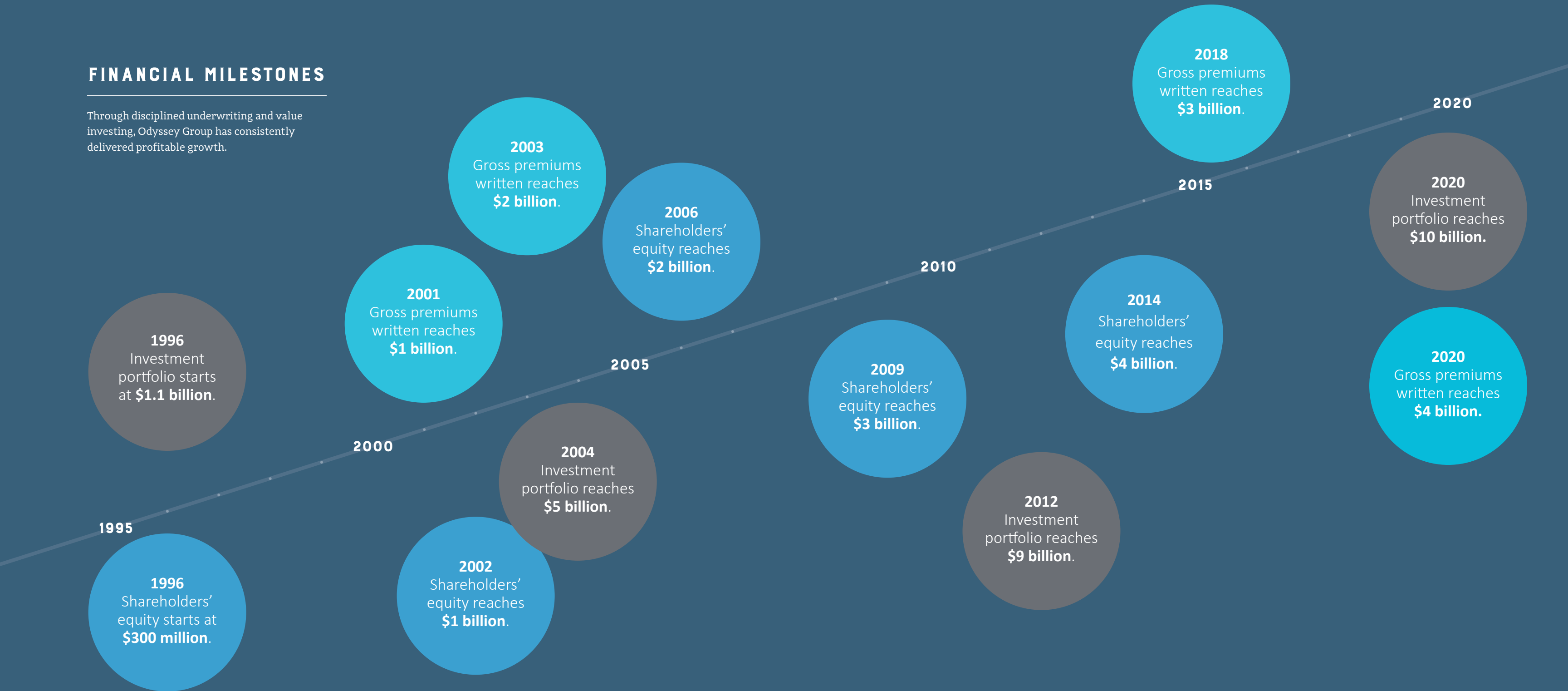
— Jason Zema, Odyssey Group, Stamford, Marketing

Willingness to teach and impart knowledge.

— Eileen Chia, OdysseyRe, Singapore, Administration

FINANCIAL MILESTONES

Through disciplined underwriting and value investing, Odyssey Group has consistently delivered profitable growth.



The potential for growth is unlimited.

— Kelli Linsted, Hudson, Scottsdale, Underwriting

Phil Pearce, head of affinity & special risks at Newline, adds: “With our specialist team being a recognized market leader, we have achieved real growth in our target sectors over the past three years. We have built a unique portfolio with a diverse spread of clients across all three Newline platforms, and we are very excited about the future prospects in this class.”

THE POWER OF PATIENCE

A key contributor to Odyssey’s success is one not often associated with a hyper-competitive (re)insurance market: patience.

Thanks to Fairfax, Brian says, results aren’t evaluated quarter to quarter, or even year to year. “We measure our performance over a much longer time horizon, recognizing that (re)insurance is a

volatile business. Results are going to be lumpy, and profitable growth will come in spurts. In a cyclical market like ours there are going to be quiet periods when you’re not writing much new business and you need a capital provider that’s patient, and that’s willing to pause and not chase unprofitable businesses. Fairfax is definitely that kind of company.”

Brian further explains: “We are not a company redefining ourselves every couple of years, developing a new hook, a new strategy, a new marketing campaign to sell our company. We’re not driven by business plans and roadmaps. We have guiding principles that set the rules of engagement, and we operate within those borders. When an opportunity arises, we ask ourselves: Does it fit our culture? Does it fit our risk appetite? Do the numbers make sense? If it does, then we do it. And if it doesn’t, we don’t. All too often, companies develop



Newline Group
Cologne, Germany - May 2017

The growth of diversity and culture.

— William Snell, Odyssey Group, Stamford, IT

these grandiose plans and stick to them regardless of what the market is offering. While plans are useful, we will never be tied to one, especially when it comes to meeting premium targets.”

Two guiding principles important to Odyssey’s business philosophy and success are discipline and diversification. Patience and discipline, Brian says, go hand in hand. “You can’t have one without the other. You need to exercise both at all times.”

Diversification is critical, he says: “because it gives you optionality and the ability to actively rebalance your portfolio in favor of better-performing business. However, diversification means nothing if you don’t exercise patience and discipline at the same time. A diversification strategy is meaningless if it involves growing your business everywhere, all the time, regardless of underlying market fundamentals.”

GLOBAL SCOPE

Today, Odyssey underwrites business in more than 100 territories through a global network of over 30 offices in 13 countries. That business is divided into 35 discrete units — 19 of them focused on reinsurance and the rest dedicated to insurance markets — organized along different territorial, product and distribution lines. Odyssey Group has become one of the world’s leading providers of reinsurance and specialty insurance, operating through five divisions — North America, Latin America, EuroAsia, London Market and U.S. Insurance — and employing more than 1,200 professionals. “Odyssey wrote more than \$4 billion in 2020,” says Prem. “It’s been amazing to watch the Odyssey story develop. It just keeps getting better and better, and there are no limits to what Brian and his team can achieve.”

Outperforming peers during the tough years.

— Theodore Apostol, OdysseyRe, Stamford, Actuarial



► Bucking a Downward Trend

The years 2017 and 2018 were difficult ones for the (re)insurance sector. “From a property catastrophe standpoint, 2017 saw a number of big events,” says Mike Wacek, referring to major hurricanes Harvey, Irma and Maria, plus devastating wildfires in California. “Puerto Rico got hit really hard by Maria, which meant that big losses went into the reinsurance market. Hurricane Irma hit the Caribbean, nicking Puerto Rico before heading into Florida.”

Business was soft again, and factors such as underpricing in the market affected revenues for two years. Odyssey, however, did extremely well. “Once again, we bucked the market trend by delivering an underwriting profit, something we have been doing consistently for many years,” says Brian. “In fact, through 2018, over the last 5 years, our average combined ratio was 90.2 percent, and over the last 10 it was 93.2 percent. In 2018, for example, we had another fantastic year when others definitely did not.”

What separates Odyssey from its competitors, he says, is “our emphasis on underwriting discipline, portfolio diversification, active cycle management, prudent reserving and effective purchase of reinsurance protection.”



Experience, **growth**, challenges, team, family, **happiness**. — Vanessa Meraz, OdysseyRe, Mexico City, Administration **Underwriters and actuaries are best friends**. — Kyle Halleran, OdysseyRe, Stamford, Underwriting **Security awareness** crosses all employee boundaries! — Gregory Berry, Odyssey Group, Stamford, IT **Maintaining values and ethics** every day. — Michelle VanLaningham, Hudson, Ogallala, Operations **Collaborating** with people who are **ambitious**. — Julie Melendez, Odyssey Group, Stamford, HR **Everyone feels like a family member**. — Soh Fen Mak, Newline, Singapore, Underwriting **Lasting relationships** and friendships developed worldwide. — Sarah Strange, Odyssey Group, Stamford, Marketing **Creating** a foundation for my **future**. — Maria Barraza, Hudson, Corona, Underwriting **Challenging** myself as a team **leader**. — Jan Saunders, Hudson, Enfield, Operations **Great coworkers and very friendly environment**. — Maria Paoletta, Odyssey Group, Stamford, Administration **Teamwork, group dynamics and mutual respect**. — Kitty Sang, Odyssey Group, Stamford, IT **30 years and still loving it!** — Amalia Rodgers, OdysseyRe, Stamford, Accounting **Helpful, efficient, trustworthy, honest, reliable, accurate**. — Steve Gordon, Arnott Marine **Fairfax: rocking the world to security**. — Jay Burrows, Hudson, Ainsworth, Claims **The integrity, the cause, the journey**. — Eleonora Joyce, OdysseyRe, Stamford, Underwriting **You do care about your partners**. — Jose Lopez & Eduardo Pérez de Lema Holweg, MAPFRE **Building** long-term and **faithful** client **relationships**. — Malgorzata Sroka-Picot, OdysseyRe, Paris, Underwriting **Some people are hard to replace**. — Jennifer Osborne, Hudson, Napa, Actuarial **Homey, collegiate, professional, successful, driven business**. — Craig Rowsell, Newline, Melbourne, Underwriting **Maintaining** Crop’s portfolio through catastrophic events. — Alexis Schroeder, Hudson, Coon Rapids, Communications **Global** underwriting **focus; entrepreneurial, technical, fun**. — Philippe Mallier, OdysseyRe, New York, Executive **The professionalism of my great coworkers**. — Lisa Mojica, Hudson, Morristown, Underwriting **The environment to grow and succeed**. — Somphasith Borivong, Odyssey Group, Stamford, IT **I’m proud of Odyssey’s workplace transparency**. — Danielle Clements, OdysseyRe, Stamford, Accounting **Being trusted, giving value, making friends**. — Lisa Pini, Newline, London, Operations **Strong culture, stable management, loyal employees**. — André-François Rocque, OdysseyRe, London, Underwriting **The employees’ well-being** always comes **first**. — Mario Vispo, OdysseyRe, Stamford, Accounting **Importantes socios y amigos en Latinoamérica**. — Gabriel Mendoza, Rimac **It's not about quantity, it's quality!** — Pauline Flowers, OdysseyRe, New York, Underwriting **Knowledgeable** people, **successful** company, great **opportunity**. — Diane Plante, Hudson, Avon, Underwriting **Building warm, trusting and lasting** relationships. — Yow Leong Wong, OdysseyRe, Singapore, Underwriting **We honor what we have promised**. — Koh Chui Miin, OdysseyRe, Singapore, Accounting **Being part of a great team!** — Ronald Vernier, Odyssey Group, Stamford, IT **When I succeed, then Odyssey succeeds!** — Todd Kelley, Odyssey Group, Stamford, Accounting **Being surrounded by leaders and mentors**. — Panagiota Benou, OdysseyRe, Stamford, Actuarial **Adopting the company commitment to integrity**. — Bonnie Katubig, Chicago, Claims **Our team approach to overcoming challenges**. — Michael Pizzey, OdysseyRe, Toronto, Claims **Supportive** environment, growth **opportunities, great teamwork**. — Kristin Jones, Hudson, Raleigh, Compliance **Working for Prem, a genuine man**— Andrew Chu, OdysseyRe, Stamford, Underwriting **Our great teamwork around the world!** — Sua Espejel, OdysseyRe, Mexico City, Accounting

Without audience, do the right thing(s).

— Stephen Bruce, Hudson, Avon, Actuarial

Integrity, trust and never give up.

— Lucien Pietropoli, OdysseyRe, Singapore, Executive

Unity: with teamwork and team spirit.

— Lay Ping Ng, OdysseyRe, Singapore, Accounting



► *The Race for a COVID-19 Vaccine*

Newline has been providing clinical trials insurance for 18 years, so the team is no stranger to epidemics and pandemics. “We underwrote through the SARS pandemic, MERS, and most recently were heavily involved with the Ebola virus in West Africa,” says Martin Hawkins, who leads Newline’s London-based clinical trials team. “What’s different with COVID-19 is the scale. Ebola, for example, was localized, while COVID-19 is affecting the global population and there is worldwide demand, so it’s a different undertaking. This is clearly the biggest effort we have ever seen.”

As the COVID-19 pandemic moved from East to West, Newline began seeing requests for coverage from its overseas offices gradually build momentum. Soon enough, the global scientific community was working at full speed. By March, the pace had really picked up, and Newline’s clinical trials team members were working around the clock to meet the demand.

By the end of 2020, Newline was insuring over 500 clinical trials that were investigating all stages of COVID-19. They include global studies in partnership with big pharma, as well as various universities and biotech companies, and range from diagnostic tools to identify the disease earlier to vaccine trials aimed to confer immunity across a population.

In early 2021, Newline was providing product liability solutions to the main vaccine manufacturers and working around the globe to provide cover for in-country manufacturing facilities.



ODYSSEY'S TOP SIX WORDS:

No. 5

VALUE

ADJECTIVE
relative worth [often monetary], utility or importance

MENTIONED
x16



Doing what's
right, even
under pressure.

— Bonnie Katubig, Hudson, Chicago, Claims

CHAPTER THREE

WHAT
WE DO

Where challenge and learning come together.

— Hugo Romo, OdysseyRe, Mexico City, Actuarial

OdysseyRe North America and
Latin America Underwriting Meeting
New York, NY - October 2015

MANAGING THE UNMANAGEABLE: CATASTROPHES

For a considerable time in Odyssey's history, property and casualty reinsurance brought in by far the majority of the company's revenue. "When I started at Odyssey in 2003, I'd say that reinsurance exceeded insurance on a scale of five to one," says Peter Lovell, Odyssey's general counsel.

Reinsurance often comes down to events such as hurricanes, typhoons, floods, earthquakes and wildfires, which have their origin in maritime and weather misfortunes. These are by no means the only events and products OdysseyRe reinsures, but natural catastrophes have a particular prominence within its operations.

A major hurricane, defined as a Category 3 or higher, or a series of powerful storms in one season, can have significant financial consequences for reinsurers



► **Les Premiers Jours Misérables**

Lucien Pietropoli, who credits Bernard Assens for prodding him to join CTR Singapore as general manager, could be excused for describing his first days on the job in Paris as catastrophic. He had been sent to transition CTR into OdysseyRe and open a branch in Stockholm. “I arrived in the first week of January 2000, about a week after France had been hit with the two worst storms in its history: cyclones Lothar and Martin, which had occurred on December 25 and 26,” he says. “My challenge, in light of this ‘perfect storm,’ was much bigger than I had anticipated because the losses in France were about a billion dollars and CTR had a significant part of that.”

As a result of the claims from the catastrophe, morale was low — a challenge compounded by the imminent need to rightsize the EuroAsia division. Eventually, the division was outfitted with a leaner staff strength of 50 under the OdysseyRe sail, while the remaining 100 moved under the RiverStone runoff. It all ended well, though. “In the year 2001, estimated premium income was \$190 million. In 2015, it was \$430 million!”

Lucien, who first entered the insurance industry on July 20, 1969 — “It’s an easy date to remember because it was the first time man walked on the moon” — remained in Paris as CEO of the EuroAsia division until 2015, when he returned to Singapore, his original landing port in OdysseyRe, to helm the AsiaPacific region.

During his tenure, he says, “two representative offices opened to serve the second- and third-largest economies; these occupy top and runner-up position in our EPI.” The Tokyo rep office opened in 1996; the Beijing office started in 2015.

“It’s a part of the world I know well,” he continues. “My first trip to China was in 1991. I was probably one of the first French underwriters who visited Beijing. There was almost no traffic at all, only bicycles everywhere. At that time, I had four insurance companies to visit. Now there are 88.”

Asia, he says: “is the largest place in the world for cat losses, especially floods, earthquakes, typhoons and so on. It is never dull here, nor has it been during my career.”



The biggest challenge? It’s always today’s.

— Isabelle Dubots-Lafitte, OdysseyRe, Paris, Executive

Although such events can be predicted to a degree, the science is nowhere near an absolute. Weather patterns, to cite one factor, can change without warning. Odyssey’s underwriters are often at the mercy of circumstances beyond their control.

“Napoleon inferred that to be a winning general, you need to be lucky,” says André-François Rocque, chief underwriting officer for OdysseyRe in London. “Having luck on your side helps, but to be a successful underwriter, you need to price deals consistently and make sure you practice discipline in terms of risk selection. It is calculated risk-taking even when the wind starts blowing on the horizon.”

If, for example, there’s a hurricane brewing in the Atlantic and all projections say it’s going to be landing in Florida in the next five days or so, perhaps around Miami, the potential insured loss is significant, he

says. Some clients might look at that and perhaps start panicking a little, even if they thought they had their bases covered.

“Reinsurance under those circumstances is sometimes purchased in the last 12 to 24 hours before a storm lands, which requires underwriters to constantly monitor the weather,” says André-François. “We’re always looking at trajectories, wind speeds, where it could land and how much it could cost. It’s exciting business-wise because it’s really last-minute trading. There are not many companies in the market that can do that.”

Pricing last-minute policies, as well as those negotiated under normal circumstances, requires mutual trust. Odyssey has to rely, to a degree, on information provided by the insurer. “Between counterparties in the reinsurance and insurance field, your word is your bond,” says Brian Quinn, CEO

Always there to pay our losses.

— Gregory Valenti, OdysseyRe, Stamford, Underwriting

of North America. “That doesn’t mean we don’t do due diligence, but the reinsurance industry is small enough where there’s no advantage in trying to scam the system. We all know each other, so if an insurance company gets a reputation for providing false data or not telling the truth explicitly, that’s suicide. You’re not going to get away with it.”

Despite the stressful and often devastating consequences catastrophes can bring upon insurers, the relationship between insurers and reinsurers such as OdysseyRe are typically positive and professional. “One of the fun aspects about reinsurance is you’re dealing with sophisticated counterparties,” says Mike Wacek. “This is a relationship business, a people business. We negotiate with smart people who are really enjoyable to work with.” Isabelle Dubots-Laffite, CEO of OdysseyRe’s EMEA (Europe, Middle

East, Africa) region, adds that every interaction is unique. “We value our clients as a whole and take special pride in assisting them with our local services and expertise.”

If there’s a “secret sauce” to what Odyssey does, says Executive Vice President Joe Guardo, head of U.S. treaty property, marine and aviation, “it’s that we never take our eye off the ball, ever. If we’re going to make a calculated bet on something, we do it in a very measured way and then build gradually. We don’t go headlong into something we’re not very familiar with.”

THE HUMAN FACTOR

When hurricanes Harvey, Irma and Maria struck in 2017, they were three of the five costliest in U.S. history. OdysseyRe’s share was \$400 million, but that wasn’t what Brian Young focused on at the time, says

Helping those in need after tragedy.

— Lisa Loe, Hudson Crop, Overland Park, Accounting

Chief Actuary Liz Sander. “One of the things I value a lot about Brian is that he is always mindful of the human factor. Whenever he’s talking about what’s going on, he talks about how our sympathies first go to the people who are suffering and our clients who are having to directly deal with the aftermath.”

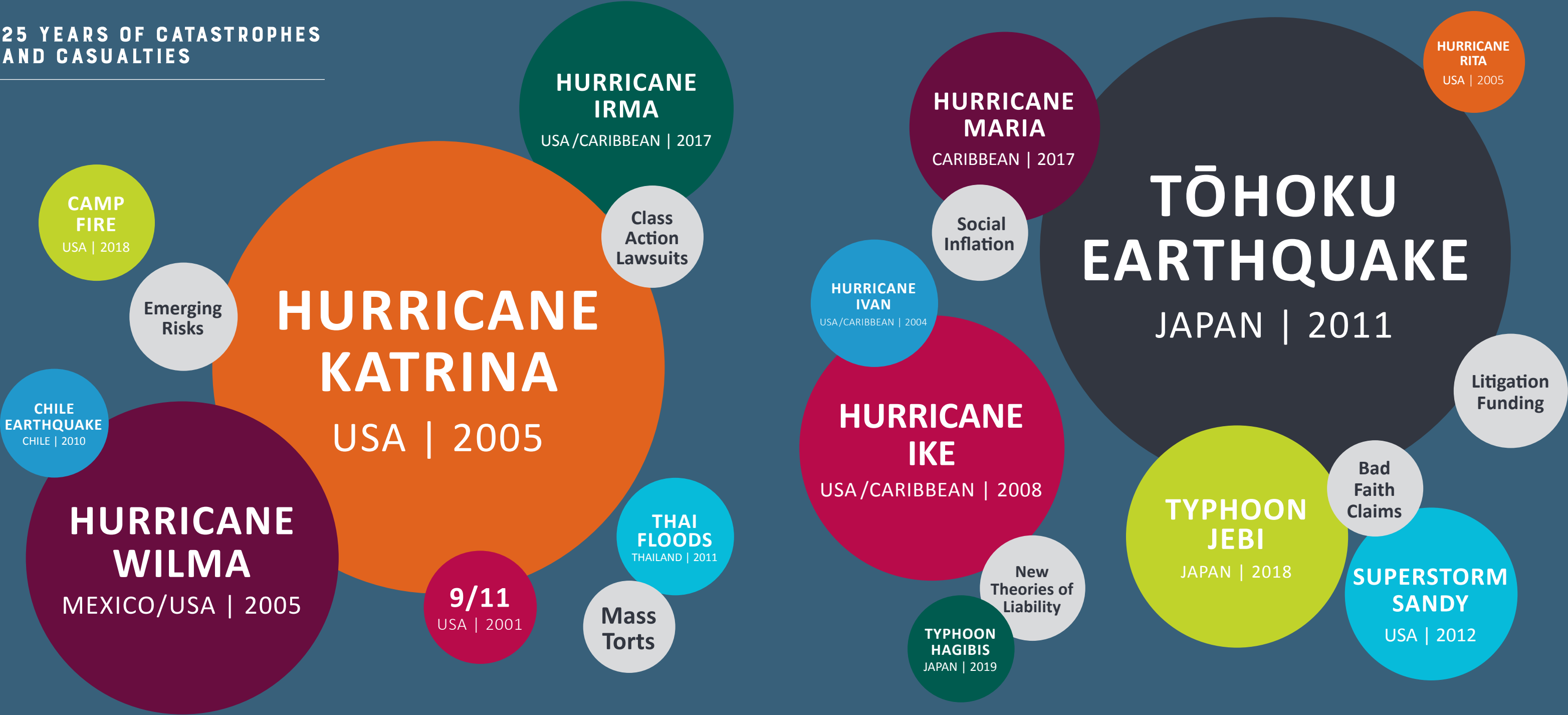
Maria was especially destructive, inflicting an estimated \$91 billion in damages in total. Puerto Rico was hit hard, enduring winds of up to 155 mph. During these difficult times, OdysseyRe remained committed to its corporate mission by delivering exceptional service to clients and colleagues alike.

For example, Philippe Mallier, CEO of Latin America, and Alberto Marcano, chief treaty underwriting officer, were the first reinsurers on the ground in Puerto Rico following the disastrous hurricane. As the island worked to physically rebuild and respond

to financial loss, Odyssey held face-to-face meetings with clients and brokers. “I will never forget the level of devastation,” remembers Philippe. “Alberto and I offered to meet our key partners and provide support. Rapidly, we paid early cash calls to help them face the catastrophe. It was also humbling that, as organizations, both Fairfax and Odyssey had decided to financially help some of the local charities and the victims of Hurricane Maria. We felt proud to work for our group. To this day, our clients still remind us of that trip.”

It would be understandable in such circumstances for a company like Odyssey only to look at what it will need to pay out, Liz says. “But Brian always makes that secondary to the human element.” Brian notes: “Our approach is the opposite of what some people think — that insurance companies delay payments to the very last second. We don’t do that. We pay as soon as we can.

25 YEARS OF CATASTROPHES
AND CASUALTIES



Serving today’s needs;
protecting the future.

— Thomas Voss, Hudson, New York, Underwriting

We value doing
what is right!

— Elizabeth Farmer, OdysseyRe, Stamford, Underwriting

Teamwork
does make the
dream work!

— Hugo Romo, OdysseyRe,
Mexico City, Actuarial

Compassion and
generosity when
tragedies occur.

— Blanca Cano, OdysseyRe,
New York, Underwriting

Odyssey Group:
Integrity
above all else.

— Joe Chapman, Newline, London, IT

Keeping the vision despite
the circumstances.

— Diane Plante, Hudson, Avon, Underwriting Services



► **When the Wind Blows**

Weather patterns are unpredictable, says North America CEO Brian Quinn. “In Florida in 2004, for instance, four hurricanes — Charley, Frances, Ivan and Jeanne — crossed the state in rapid succession. In 2005, Hurricane Katrina hit Louisiana and did colossal damage; in terms of current dollars, it was probably the biggest storm of all time. A lot of the industry said: ‘Oh dear, that’s two years in a row. In ’06, it’s going to happen again.’ But because nothing happened in Florida for the next 10 years, all the reinsurance companies and insurance companies did really well in Florida. And anyone who’d thought that there was some sort of sea change in the global weather patterns in Florida starting in ’04 and ’05 would’ve missed a lot of potential profit. These sorts of weather pattern changes come and go without any clear indication of why and when.”

The fact is, Brian Young adds: “if you look at the numbers, the history over a period of time, whether it’s convective storms, tornadoes or hurricanes, there isn’t any empirical evidence to support the contention that the frequency of large wind events has increased over time. If you look at the cost of natural disasters, both insured and uninsured damages, and divide it by global GDP, you see a very flat line. It’s been relatively stable for as long as it’s been measured.”



Stability during the
worst catastrophe years.

— Chris Morkan, Hudson, Avon, Claims

Paying claims promptly is our number one priority and is key to our value proposition with clients.”

It’s a sacred principle that Greg Valenti, vice president of property underwriting, underscores. “Obviously, you want to collect more premium than you pay out in losses or you don’t make money,” he says. “But, ultimately, we’re here to pay losses. When a client has a really bad loss, we pay and we pay fast. We don’t give them any hassles unless there are serious issues.”

Jean-Raymond Kingsley, chief underwriting officer at OdysseyRe in Canada, says this approach was critical to Odyssey’s positive contribution in the aftermath of the Fort McMurray wildfire of 2016, which destroyed some 2,400 buildings and displaced almost 90,000 residents from the Canadian town and surrounding communities. With total economic

damages estimated at almost \$10 billion, “it was the largest catastrophe for Odyssey in Canada that we ever dealt with,” he says. “It took a lot of effort to make sure that we delivered tremendous service to our clients because so many clients suffered losses. They needed early payment to make sure they could deliver to their clients. I’m proud that we were able to do that and do it, not because we were forced to, but because it was the right thing.”

By 2021, OdysseyRe had grown to such prominence that “we are getting to the point where we’re always going to have a share of almost any catastrophe that occurs around the world,” says Jeff Rubin, director of global claims. “Our principled approach of promptly paying covered losses, when our clients need us the most, is an example of private industry doing what it’s supposed to do when catastrophes occur.”

Handling adversity with empathy and cool-headedness.

— Adam Knox, Odyssey Group, Stamford, IT

Catastrophic events intimidate. Odyssey family unites.

— Patricia Bradley, Hudson, Napa, Claims

Through crises and booms: always stable.

— Cristina Abaza, OdysseyRe, Toronto, Underwriting

Fair, loyal, trustworthy throughout our journey.

— Kelly Marshall & Keston Howell, Sagicor

While the sensationalism of catastrophes tends to drive media attention, casualty lines also account for a substantial portion of Odyssey's portfolio. "Even though insurance may be perceived as boring, insurance underpins the very fabric of commercial society," says Robert Kastner, Newline's head of claims. "Without insurance, the vast majority of commerce could simply not occur. By that, I mean that if you are uninsured, if you're an entity engaged in any form of commercial activity, without buying insurance, which protects your assets and your liabilities, you could not operate. You couldn't afford to function. That makes it, to me, a very sexy subject."

— Robert Crowther, OdysseyRe, Stamford, Claims

Answers with **service** for every peril.

— Cole Cameron, Hudson, Burnside, Claims

Our **resiliency** since 2011's natural catastrophes.

— Michael Toledano, OdysseyRe, Paris, Underwriting

We care about results, not growth

— Iris Ching, OdysseyRe, Toronto, Actuarial

Staying calm, remaining **positive**, developing strategy.

— Jason Zema, Odyssey Group, Stamford, Marketing

Working with cautious optimism and **humanity**

— Helen Phelan, OdysseyRe, Stamford, Claims

Actions, not words, express our values.

— Kris Pappas, Hudson, Corona, Underwriting

Our **service to others** is top-notch!

— Leesha Heins, Hudson, Mayview, Training

Kindness and corporate love in action!

— Michael Pizzey, OdysseyRe, Toronto, Claims

Tsunamis, hurricanes, fires, earthquakes ... **Oh, Odyssey!**

— Julie Tavernese, OdysseyRe, Stamford, Claims

Flexibility and adaptability for ridiculous growth.

— Wei Ying Tay, Newline, Singapore, Claims

Our **success** despite hurricanes and earthquakes.

— Richard Chiarini, OdysseyRe, Stamford, Actuarial

Forecasting business outcomes despite claim volatility.

— Francine Thomas, Hudson, New York, Risk Management

Doing what's right, no matter what.

— John Pascual, Hudson, New York, IT

Forging ahead despite unforeseen catastrophic events

— Guillermo Delgado, Hudson, New York, Claims

Strong numbers proven by excellent ratings

On our toes through natural disasters.

— Eleonora Joyce, OdysseyRe, Stamford, Underwriting

— Adriana Katechis, Hudson, New York, Legal

Maintaining discipline and staying the course.

— Karen Craft, Hudson, Napa, Underwriting

POSITIONING FOR GROWTH IN CASUALTY

The provision of insurance is enabled by reinsurance, and this holds true for property as well as casualty and specialty lines. Odyssey's lines of business— from liability, directors and officers, and medical malpractice to motor, agriculture, marine, cargo and space — span many industries and territories. In one form or another, their underwriters have nearly seen it all.

Odyssey's casualty portfolio is very diverse in terms of product mix and geographical scope. On the casualty reinsurance side, there are many client relationships dating back several years. Odyssey's response to the change in the casualty market after 9/11 truly helped shape what it is today. "With the onset of numerous new companies, especially in Bermuda, OdysseyRe underwriters rolled up their sleeves and were one of the few casualty reinsurers to initially offer support to

these well-capitalized startups," explains Alane Carey, who wears multiple hats within Odyssey including head of global marketing for reinsurance and head of ceded reinsurance for Hudson. "Being there in the beginning allowed our underwriting team to forge strong relationships, provide valuable support and feedback, and ultimately benefit, along with their cedants, from what turned out to be very profitable business."

Equally important was the executive team's leadership and their willingness to listen, challenge and ultimately support the underwriting. According to Alane, "This created a true team culture from the top down that remains true today."

As new challenges impact the economy and the insurance industry, Odyssey continues its drive to assist clients in managing their casualty exposures. In recent

Strategy and teamwork lead to success.

— Wei Wei Cheng, OdysseyRe, Singapore, Accounting

years, casualty lines have experienced an increase in loss severity leading to a significant contraction in casualty risk appetite and capacity, all of which has been exacerbated by COVID-19. However, thanks to its history of disciplined underwriting, Odyssey is rising to the occasion once again.

According to Steve Van de Graaf, head of U.S. general casualty treaty, "While many reinsurers are pulling back, Odyssey is in a position to lean in to expand our casualty capacity and provide needed assistance to our clients in managing their casualty exposures. We have the capacity, expertise and willingness to look at each casualty program individually to seek mutually agreeable solutions to solve clients' casualty risk management needs, without broad prohibitions common to many reinsurers during a market contraction."

Showing adaptability to continuous worldwide challenges.

— Juan Pablo Botero, OdysseyRe, Miami, Underwriting

Catastrophes are no match for Odyssey!

— Sahin Boluk, Odyssey Group, Stamford, IT

Handling adversity with the utmost integrity.

— Sanat Joshi, Hudson, Chicago, Actuarial

equals underwriting profit. — John Gavigan, OdysseyRe, New York, Underwriting
 Moore, OdysseyRe, Stamford, Underwriting
 Maintaining profitability during hard economic times. — Ayla O’Neill, Hudson, Mineola, Underwriting
 employees remain dedicated. — Patricia DeMilia, Odyssey Group, Stamford, IT
 Underwriting
 Strong financials proven by excellent ratings. — Markus Schaefer, Newline, Cologne, Underwriting
 Remaining profitable when the market wasn’t. — John Saunders, Odyssey Group. London, Actuarial
 A positive working environment stimulates productivity. — Nicole Mitchell, Hudson, Mineola, Underwriting
 We never, ever bet the company!
 — Alexander Clark, Newline, London, Actuarial

Positive, authentic and professional human beings. — Carlos Blanco, OdysseyRe, Mexico City, Claims
 2008’s financial crisis. — Christina Piscopo, Odyssey Group, Stamford, Marketing
 quality. — Eileen Reis, Hudson, Napa, Claims
 Caring, sharing wealth, trusting in mankind. — Anne Salzer, OdysseyRe, Stockholm, Executive
 We don’t fix what isn’t broken — Gretchen Sayers, Hudson, Kansas City, Claims
 Proud to be part of Odyssey.
 — Annamaria Dippolito, OdysseyRe, Stamford, Accounting
 Quickly identifying and addressing any unprofitability, Intelligence, creativity and compassion in action. — Chris Morkan, Hudson, Avon, Claims

Conocimiento y solidez para la sociedad.

— Milton Micán, BBVA

We persevere through difficult market conditions. — Gail Hardin, OdysseyRe, Stamford, Underwriting
 Helping to build a world-class company. — John McNeil, Odyssey Group, Stamford, IT
 We don’t bet the farm, ever. — Kirk Reische, Odyssey Group, Stamford, Legal
 Odyssey comprises honorable, unwavering allies; equanimity. — Jorge Amadeo, Universal
 Preemptive investment strategies averted 2008 meltdown. — Jacqueline Hayes, OdysseyRe, Stamford, Underwriting
 Collaborating with honesty, succeeding with integrity. — Araceli Salmon, Hudson, Napa, Claims
 Staying strong after big cat events. — Alejandro Dominguez, OdysseyRe, Mexico City, Underwriting
 A fantastic team to grow with. — Karl Gavrilidis, Odyssey Group, Stamford, Accounting
 Stability, integrity, strength, innovation, excellent service. — Francisco Santa Ana, OdysseyRe, Mexico City, Accounting, Close-knit and positive, with long-term thinking. — Dina Daskalakis, Hudson, Stamford, Executive
 Analyzing market data

Strategy works through all market cycles. —Christopher
 Time tested over decades, profitable returns. — Francisco Hernandez, OdysseyRe, Mexico City, Underwriting
 Through challenging times
 Greatest test is yet to come. — Paul Skrtich, OdysseyRe, Stamford,
 Remaining profitable

Our continuous and strong global presence.

— Maria Fernanda Zuñiga, OdysseyRe, Mexico City, Administration
 Strong returns despite
 Positively, creatively diversifying without sacrificing
 We rally together to accomplish much!
 — Grace Conedy, Hudson, Corona, Underwriting
 Staying strong when things go wrong. — Alison Dominguez, OdysseyRe, Stamford, Accounting
 Promoting stewardship in a changing environment. — Jose Guzman, Hudson, New York, Risk Management
 We stay focused despite changing markets. — Danielle Clements, OdysseyRe, Stamford, Accounting
 Persistence through risk cycles achieves success. — John LaBelle, Hudson, Avon, Underwriting
 Stable results over a long history. — Andrew Marine, OdysseyRe, Stamford, Underwriting

Risks challenge Odyssey; Odyssey challenges risks.

— Koh Chui Miin, OdysseyRe, Singapore, Accounting

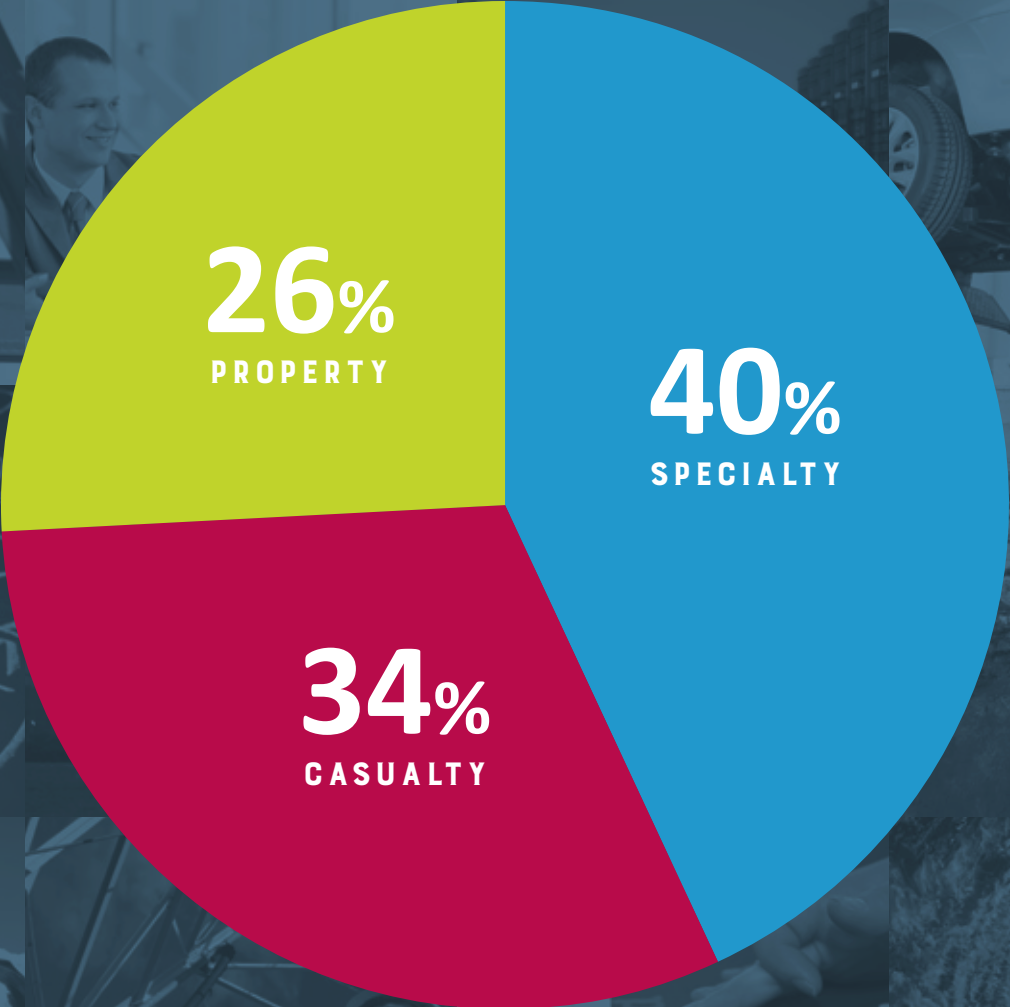
A FULL ARRAY OF PRODUCTS

On the specialty side of the business, crop is the single largest product line for Hudson, which is one of 14 insurance providers approved by the U.S. Department of Agriculture. Heading into its 15th year of business, Hudson Crop has “built a unique and diversified footprint of business from coast to coast — perhaps one of the most diversified in the industry,” says Dan Gasser, president of Hudson Crop Insurance Services, Inc. “This is validated by many measures, including the avid competition we see for this business.” OdysseyRe is also providing significant capacity on a treaty basis for agricultural lines, and this has been an area of growth in recent years, particularly in EMEA and AsiaPacific. “In Latin America, we started offering treaty reinsurance for all types of crops and fruits around 2012,” says Philippe. “It has been an excellent product for us. It was

intended to be a small diversification, but, eight years later, we now have a mature agro portfolio with clients in Mexico, Brazil, Argentina, Peru, Uruguay, Paraguay, Columbia, Ecuador and Chile.”
 Accident & Health (A&H), a new reinsurance product that was established in North America in 2015, took off and has achieved \$120 million in gross premiums written in just five years. According to Paul Skrtich, senior vice president of A&H: “We are well positioned to take advantage of a dynamic and increasingly important A&H market. In addition to traditional medical excess business, we are assuming risk in new areas such as accountable care organizations, cell and gene therapies, bundled payments and even COVID-19.”
 One of Odyssey’s smaller specialty lines is space. As the satellite industry experiences a boom, it could

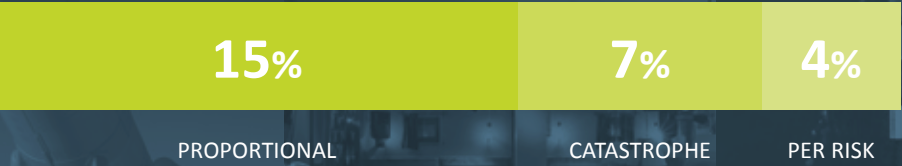
A DIVERSIFIED PORTFOLIO OF (RE)INSURANCE SOLUTIONS

The breadth and depth of Odyssey Group’s product offerings appeal to a vast and diverse range of clients, both large and small. Odyssey has 35 discrete business units organized along different product, territorial and distribution lines, with 19 focused on reinsurance and 16 dedicated to insurance markets.



2020 GROSS PREMIUMS WRITTEN: \$4.4 BILLION

PROPERTY



CASUALTY



SPECIALTY

*INCLUDES CYBER LIABILITY, ENERGY, AEROSPACE AND MULTILINE



Technology, innovation, security, insight, foresight, opportunity...

— James Needham, Newline, London, Accounting

grow to become an even more attractive product for Odyssey. “At the moment it’s a small part of our business,” says Robert Kastner, “but that could change.” Odyssey’s presence in the marketplace is significant enough, however, “that if a satellite is lost during launch or prior to deployment, Odyssey could very well have a piece of that loss,” he adds.

Newline has also been underwriting cargo insurance, through an internationally recognized team of marine experts, since 2014, says Carl Overy. “We offer cargo coverage on a global basis, insuring goods moving anywhere around the world by land, sea and air. The team also specializes in offering fine art and specie insurance, providing cover for art collections, galleries

and museums, as well as valuables and precious metals in vaults and specialist storage facilities.”

Speaking of marine insurance, on January 13, 2012, the *Costa Concordia*, a \$570 million Carnival Cruise Line ship, ran aground just off the Italian island of Giglio. In an error of epic proportion, the captain had steered the 114,000-ton vessel too close to shore. Thirty-two passengers and crew died; the captain was sentenced to 16 years in prison. “The cost of fixing, securing and then, ultimately, removing the vessel was something like \$2.5 billion,” says Robert. “Odyssey had a share of that market marine loss.”

One of the company’s unique stories is how it entered the tribal industry. In the late 1990s, Hudson’s

Chris Suarez recognized an opportunity to revive a product line that had been “kicked into the gutter,” as Chris Gallagher would describe it years later. He saw that a small insurance firm, which had been recently acquired by Fairfax, had dabbled unsuccessfully with providing coverage to Native American tribes, which are, in essence, sovereign nations subject to little federal regulatory control. Suarez sensed it was an untapped market and convinced Hudson to let him explore its potential. His intuition proved to be accurate. In 1999, Hudson formed an exclusive relationship with Tribal First, a delegated underwriting authority whose sole focus was to provide insurance for federally recognized tribes and their owned enterprises. Before long, Hudson had become the market leader, eventually accounting for over 75 percent of the market.

It’s rare that new insurance products emerge, says Mike Wacek, but there has been one fairly recent exception. “The insurance industry is excited about cyber liability. It’s the first new product in a long time.” The urgency of cyber insurance can perhaps

be best depicted by something Greg Berry, Odyssey cyber security expert, asked Peter Lovell: “You do realize that we get attacked about 10,000 times a day?” According to Rob O’Connell, Odyssey Group senior product development manager, cyber risk has emerged as a leading enterprise exposure, directly endangering the operational resilience, brand equity and economic viability of organizations worldwide: “Such a dynamic peril necessitates a specialized, agile and data-driven approach to structuring meaningful risk transfer solutions, and Odyssey Group remains exceptionally well positioned to meet these emergent market needs.”

One of the last, but certainly not the least, specialty products to mention is Hudson’s personal umbrella business. It was started in 2007 with three people and wrote \$500,000 in premiums; today, Hudson is a market leader and writes over \$85 million in personal umbrella premium. This growth — and, most importantly, its profitability — has taken place under the leadership of Danielle Westen, who took the helm of this business unit in 2013.

ODYSSEY'S TOP SIX WORDS:

No. 4

TEAM

ADJECTIVE
people joined together in work or activity

MENTIONED
x17



**It's like having
a second family.**

— Sahin Boluk, Odyssey Group, Stamford, IT

CHAPTER FOUR

A RARE CULTURE

The people make all the difference!

— Lori Friedman, OdysseyRe, Stamford, Claims

WE ARE FAMILY

One Friday night in February 2016, Peggy Killeen, Hudson's chief claims officer, returned from a business trip to find her house in New Jersey burning down. A fireplace accident had caused the inferno, which was reported live on local TV.

A coworker saw the coverage and called her boss, Chris Gallagher. Within hours of the blaze, both Chris and Brian Young had contacted Peggy to ask how they could help.

On Monday, she met with her insurance company. On Tuesday, Chris and Brian informed her that they had retained an assistant to work with her, one-on-one, starting that Wednesday.

"They paid for her for seven weeks," she says. "I didn't even ask for it. She did an inventory of my house loss, which was a total write-off. She got me a new

Positive values, good environment, great people.

— Alison Dominguez, OdysseyRe, Stamford, Accounting

passport. She was dedicated to me and helped get my insurance claim together. That’s how they responded. It was beyond anything I could have imagined or even considered. And it wasn’t because of me. That’s what they do. They’ve done it for employees who have been terribly sick or discovered they had a serious illness. This is a company with a lot of emotion and a lot of feeling. They create loyalty because of how loyal they are to the people who work for them. When I tell people at other companies about this, they can’t believe it.”

Another example of Odyssey’s heartfelt compassion was demonstrated in 2013, when Hurricane Sandy destroyed parts of New York, essentially flooding the Rockaway Peninsula, home to two employees. “We

immediately sought and purchased water pumps, which were in scarce supply, and delivered them to our affected staff to pump out their basements,” explains Kevin Wood, director of real estate and facilities at Odyssey Group. “Employees also helped provide gasoline while managers instructed staff to take care of their homes and families first.”

Odyssey employees not only proffer help during times of extreme crisis, they also reach out in the happier moments that mark everyday life. In May 2016, Liz Sander experienced the latter level of support when she and her husband, Paul, opened the Westchester Center for Jazz and Contemporary Music in Yonkers, New York.



► **Empowering Our Own**

In January 2015, Odyssey promoted Isabelle Dubots-Lafitte, who had been the head of underwriting and marketing for all treaty business in France, to CEO of OdysseyRe’s EMEA region. This region conducts business with companies in more than 50 countries — the variety of cultures and languages is immense.

One thing, however, remains constant. “People are the most important asset of this company,” says Isabelle, who began with CTR in 1989. When she took the reins of Odyssey EMEA in 2015, she noted that there had been very little staff turnover. “Most of the CTR employees from the 1990s were still with the company, and that continuity is very important.”

Gaël le Paih, EMEA’s chief underwriting officer, has been with the company for 30 years, CFO Hervé Leduc is celebrating 25 years with Odyssey and Chief Actuary Christophe Delelis-Fanien is right behind with 22. The company always looks to promote internally for key positions, but Isabelle was aware that during her tenure she would need to bring in new talent as her senior staff began to retire. The challenge there, she says, is to attract talented people with strong technical skills and who are multilingual and service-oriented. “I’m happy to say we accomplished that.”

More than half of EMEA’s portfolio is property reinsurance. Other segments include casualty, motor, credit and bonds, aerospace and marine. “We have a very diversified portfolio both in product and territorial scope,” Isabelle says, “something that Brian emphasizes so much, especially as we function in a highly competitive marketplace.”

In 2017, Isabelle was also appointed CEO of Odyssey Re Europe S.A., which was established to meet unique needs in certain territories.



“Most of my staff showed up for the ribbon-cutting,” Liz says, “and they threw me a surprise party on opening night. That’s the kind of thing people at Odyssey do all the time.”

Examples such as these, says Kate Delaney, vice president of human resources, “stem from the fact that we all care for each other. We take care of our employees during good times and bad, with respect to their working lives and their personal lives.”

LOYALTY AND LONGEVITY

These (and many other) examples of generous and compassionate support are among the reasons cited by employees throughout Odyssey for why so many of them have worked at the company for several decades, in some cases even longer. “I think the average tenure is about 20 years,” says Mike Wacek.

One employee who puts that number to shame is Patrice Conboy, who in February 2021 celebrated her 43rd service anniversary, as she started at Skandia America. “I worked my way up over the years and always had opportunities to be promoted,” she says, in her current role as senior vice president and director of operational accounting in Stamford. “The company treats the employees very well. There are great benefits.

Work is easy
when it’s enjoyable.

— Will Clarke, Newline,
Melbourne, Underwriting

We are a family —
close friends.

— Denise Cable, Hudson, Napa,
Underwriting

Great boss,
great coworkers,
great company.

— Grace Conedy, Hudson, Corona, Underwriting

Team orientation, open communication,
effective leadership.

— Valerie Hunt, Hudson, New York, Underwriting

Always a pleasure,
never a chore.

— Carl Overy, Odyssey Group, London, Executive

Blessed to work
with awesome
people!

— Julie Tavernese, OdysseyRe,
Stamford, Claims

It’s collaborative,
with great, wise
colleagues.

— Denae Olmsted, Hudson,
Napa, Underwriting

Fusion of diversity,
leadership and reward.

— Francine Thomas, Hudson, New York, Risk Management

But the whole atmosphere, just the camaraderie, is what I really like. I’ve made friends for life at work, more, I think, than I did from when I was growing up. It’s just always been a great bunch of people.”

Another contributing factor to employee longevity, and one that’s often mentioned, has been the stability at the top. “We’ve had only two CEOs in 25 years,” says Prem. “Both Andy and Brian have just been amazing, intelligent leaders. They set the tone for the rest of the employees, which includes treating everyone in a respectful and open way.”

Carl Overy ascribes the culture at Odyssey to the values instilled by the Fairfax chief. It’s the main reason he has stayed with the company for almost 20 years. “We don’t like egos,” he says. “It’s not a blame culture. It’s very team-oriented. Those qualities really appeal to me.”

Robert Kastner, who spent four years as a litigator in Manhattan prior to joining Newline in 2004, quickly realized he was dealing with a culture quite unlike the ones he’d previously experienced. “I had spent my whole working life dealing with people who have egos the size of planets,” he says. “That changed when I joined Odyssey. Andy and Brian are two of the brightest people I’ve ever met, and yet they are so humble in the way they deal with you; they actually listen to what you have to say. It is such a joy to work with people who genuinely value your contribution, rather than simply dictating to you. You can tell a lot about leadership when faced with a crisis. In the 15 years I’ve worked here, I’ve never once been involved in a situation where a senior leader has lost their temper or shouted.”



► **Odyssey Group's Mission Statement**

We are an underwriting company that aspires to be a world-class reinsurer and specialty insurer, providing excellent security and high-quality service to our clients.

We seek to maintain a global business focus that emphasizes patient, profitable growth and ultimately supports Fairfax Financial Holdings' goal to achieve a 15% annual return over the long term.

We aim to meet this financial objective by:

- *Maximizing underwriting profitability and growing invested assets*
- *Responding to clients' needs with local resources*
- *Delivering exceptional service to clients and colleagues alike*
- *Expanding our global reach through product and territorial diversification*
- *Possessing superior underwriting, claims and actuarial expertise*
- *Adapting to changing market conditions while maintaining a consistent, disciplined underwriting approach*
- *Cultivating a diverse workforce, investing in our employees and providing opportunities for growth within the organization to preserve our culture for the long term*
- *Embracing Fairfax Financial Holdings' values and guiding principles*

We recognize that our prosperity and good fortune are dependent on our underwriting prowess and our clients' success; and when we succeed, those in the communities in which our employees live and work will benefit too.



Dedicated employees
striving always
to succeed.

Jane Villanueva, Odyssey Group, Stamford, Accounting

Newline Group
Singapore - August 2017

It’s a talented and dynamic environment.

— Ryan Chefalas, OdysseyRe, Stamford, Underwriting

It’s not only Brian who solicits the opinions of others, says Kate. “A pillar of our culture is collaboration,” she says. “This is a company full of highly educated, very intelligent people and there is real respect for one another. Opinions are solicited and seriously considered at all levels. Brian, of course, encourages this through example. He recognizes the talent in our organization and asks for thoughts and opinions as a regular part of his decision-making process. He may not always agree, but he always asks and always listens with an open mind.”

“Working for Odyssey is not just a career, it becomes a way of life,” states Stephen Gordon, Newline Group’s director of underwriting. “You only have to read the Fairfax Guiding Principles to understand why that is, and when you meet the senior executives from Prem downwards, you realize that the principles are not just


words on a page, but that they go to the very heart of what we do, who we are and how we do it. This filters through our company in a unique way, in that whilst our financial strength is exceptional, it is the caliber and quality of our people that sets us apart from others.”

Peter Lovell joined Odyssey in 2003 after some 15 years as counsel for several companies. He, too, noticed the profound difference in Odyssey’s culture. “The human element at Odyssey is fascinating,” he says. “I’ve worked for a number of different companies. I’ve left all of them on good terms, but I had become somewhat disenchanted with the corporate world. I came here with an extraordinarily long commute, with kids still living at home, and thought I would stay for only a short while. But the people, the opportunity, the culture — never before had I seen such a positive environment.”



► Internal Strength

“A telling characteristic of Odyssey is that, whenever possible, we promote from within,” says Kate Delaney. “I am a perfect example of that. I started my career close to 20 years ago as the HR assistant, the most junior level in the department. I always felt supported and had many opportunities to grow and develop as I worked my way up through every area of HR to where I am now — the global head. The first question asked when there is an open position is, ‘Do we have someone internal we can promote into this role?’ Quite often, the answer is ‘Yes.’”



He specifically notes: “the lack of pretext, the lack of hidden agendas. People are very straightforward here. Every company I’ve been to, there have been people looking for an end-around, or had some alternative agenda that wasn’t transparent. But here, there is just a refreshing go-forwardness about it. These are good folks just trying to do the right thing. In my 30-something-year career, that’s rare.”

Tere Gutierrez, who came on board from Skandia in October 1998, exudes energy and passion when she talks about her job. The vice president of operations for Latin America calls Odyssey “my baby because I came from the bottom.” As she has observed the generations come and go, she has found it “fantastic to teach them to work as a team, to share with them, to learn from them.” She also emphasizes that employees feel they can trust her and the company. “They know they can count on us, that

they are not a number, that we are taking care of them because they are giving a lot to our group.”

As Greg Valenti, who has been with Odyssey more than 20 years, approaches retirement, he says he values the work atmosphere at Odyssey more and more. “I like my job. I like coming to work every day. I like the people I work with. I consider it a home away from home. It’s been a joy. Every minute of it.”

OUR RETIREES: LIFELONG PARTNERS

You can tell how well a company treats its employees by the words of those who no longer work there — its retirees. Under no obligation to say what might be expected of a current employee, they have the freedom to express exactly how they feel about the place where they worked, which in the case of Odyssey is often for many years.

► **Always Learning**

Cyril Guiot is the head of IT in Paris. But his experience with the firm goes well beyond the nuts and bolts of traditional IT. “I have learned so many topics that I could never have been exposed to elsewhere,” he says. “For example, I’ve learned about HR, about compliance, GDPR, disaster recovery and cyber security.”

Although Paris has a staff of about 70, “communication is very fast,” he says. “The transmission belt between management and employees is short, which strengthens our efficiency and speeds up our agility and our ability to react.”

Cyril has been with the Paris office for 20 years. “It’s very interesting, people are nice and everyone stays for a long time, so everyone knows each other, and that’s very convenient. It’s a family-sized company.”

When Pär Mattsson retired in 2019, after almost 20 years at OdysseyRe, he was head of its Stockholm office, which services the Nordic and Baltic markets. “What I will always keep with me,” he says, “are all the fantastic people I have met during my years. Wherever I traveled, I was always welcomed in a friendly and positive way. I was at a dinner party not that long ago where we discussed what we would have done if we could relive our professional life. My response: I would do it all the same. Reinsurance is a nice trade and Odyssey is a great company!”

The same year, another long-term employee, Gustavo Scheffler, chairman of Latin America since 2010, also retired. “Over the course of my 21 years, there have been too many great memories to individually acknowledge,”

he says. In a 2019 article, however, he looked back fondly at something Prem had said to him when he first joined Odyssey: “If you have a car, you wash it. But if you rent it, well, it will be worth a straw.” Gustavo knew from those words that he was being urged to take an assertive, proud role in what he did. “So, yes, [he made us feel] like owners.” It was a philosophy that shaped how Gustavo worked at Odyssey during his tenure. “The manner in which the company has developed into the strong underwriting force it is today, and the team of talented and experienced individuals we have built along the way, will always stay with me as our greatest accomplishments.”

The last of Fairfax’s guiding principles, “We believe in having fun — at work!” is not a meaningless slogan.

A cohesive unit that works together.

— Helen Phelan, OdysseyRe, Stamford, Claims

Optimistic values, real integrity, family feeling.

— Leila Robalo, OdysseyRe, Paris, Underwriting

Hopefully, I will retire from here.

— Jennifer Osborne, Hudson, Napa, Actuarial

A great place to grow old.

— Oscar Romo, OdysseyRe, Mexico City, Underwriting

A place where people are important.

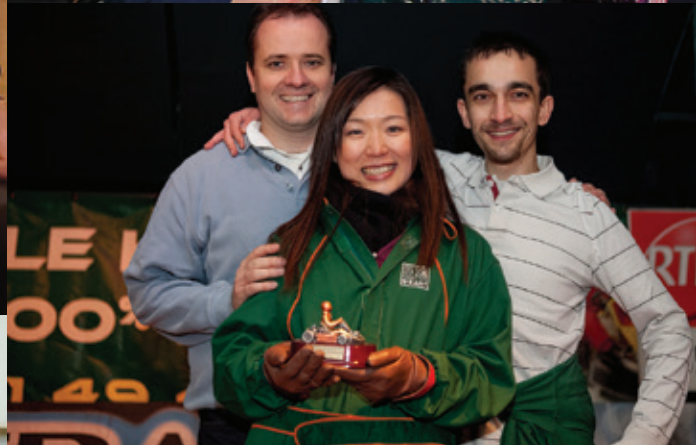
— Jean-Raymond Kingsley, OdysseyRe, Montreal, Underwriting

Came here for two years, stayed sixteen.

— Peter Lovell, Odyssey Group, Stamford, Executive

“My experiences with the wonderful people of OdysseyRe will surely never be forgotten,” Bernard Assens said in 2017 upon his retirement as head of marketing in the Paris office. “While I of course respect all of Fairfax’s values found in their guiding principles, even Prem knows that the very last one is closest to my heart. It is so obvious that when you enjoy and have fun doing something, you can only do it well! Our company is truly built to last.”

That sentiment is echoed by Jim Popp, former vice president of enterprise technology, who recently retired after 25 years of service. “There’s a camaraderie that goes on here, and there’s more fun in the business itself as it’s very social,” he says. “From the insurance company perspective, you get business by knowing people. And there would be a lot of going out for beverages. It may have been much more



Working alongside dedicated and knowledgeable colleagues.

— Richard Chiarini, OdysseyRe, Stamford, Actuarial

prevalent in the '80s, when the industry was newer, but it still holds true. At Odyssey, people know each other very well. We like what we do. We're friends with each other. We spend a lot of time with each other. Whether it was IT, claims, accounting, didn't matter. We would socialize together."

Prem was also at the heart of a story Dick Micklem told when he retired as director of operations of the London Market Division in 2016. "One memory that cannot be overlooked is when Prem first visited the London office," Dick says. In preparation for the arrival of the head of Fairfax, the entire staff, who typically dressed in a conservative style, were even more spruced up for the occasion. "Prem turned up at

reception in his casual attire and was not recognized. One of the receptionists asked him to explain quickly what the purpose of his visit was, as we were expecting a very important visitor!"

Although Dick spent 20 years in London, he was by no means the only employee who had remained there for a long time. "In fact, 25 colleagues have been here for more than 10 years," he said upon his retirement. "It is very odd not to see them daily. Some have children approaching age 20 and I remember their birth. It was a sad day when I left and said goodbye. The staff made it a great place to work and I enjoyed working with everyone to build what we have built."

Many Odyssey employees talk about how they feel valued and appreciated by senior management. Peggy Killeen mentions the case of her predecessor, Jerry Dugan. When Jerry told Chris and Brian he intended to retire after 34 years on the job, their response wasn't to usher him out the door as quickly as possible.

"They told him he could do it on his own terms and that he could name the date of his departure," she says. When he suggested he spend a year mentoring Peggy, they agreed. "I traveled with him, went through the whole process of every business we wrote, spent the year learning it and then transitioned into that role. That, to me, says a lot about the company. They're very clear about succession planning and giving people opportunities. That is something distinctly different from the other insurance companies I've worked at."

A few years after Mark Hinkley joined Odyssey in 1999, he was told that "Fairfax stands for 'fair and friendly acquisitions.' I had no idea if that was true," he says. "But I found out it was true. I think Prem's ethics actually help guide the place and help in the selection of people."



► **Solid Support**

A generous employee package both entices new recruits and helps retain existing staff. "When it comes to benefits, we are off the charts," says Margot Nosenzo, a benefits and savings plan analyst. "We have a very rich benefit plan."

"Employees get bonuses when we have a good year," says Julie Tavernese, an assistant vice president in claims who has more than 25 years' service. It's one of the reasons people stay with Odyssey. "People work hard and get rewarded, so you really do not want to leave."

A self-insured company, Odyssey pays 80 percent of employees' medical premiums. There's also a healthy 401(k) plan and a stock purchase program that allows staff to buy Fairfax stock at a 30 percent employer match. "All our benefits, by the way, are available from the date of hire," says Margot.

She likes to tell the story of a firm that does insurance-related business with Odyssey on an annual basis. "A joke is that each year they say, 'Can we work for Odyssey?' because they see, compared to their other clients, how generous our benefits are."



**Individuals are
valued; collaboration
is encouraged.**

— Susana Doughan, Hudson, New York, Audit

Mark, who retired as executive vice president of marketing and development in 2007, considers the management style of Brian Young another great memory. “He’s eminently capable of doing pretty detailed stuff but he also knows enough to say, ‘Well, it sounds like you’ve made a good decision. Go and do more of those.’”

Since retiring, Mark has kept in touch with the Odyssey family. “We’re invited to functions such as Christmas parties, where I’ve run into many other people who’ve retired,” he says. “Odyssey does a good job of maintaining a sort of community of people who worked there.”

FUN FACTS

Having fun is not only one of Fairfax's guiding principles, it's also a central component of Odyssey's DNA.

“Having parties and events is part of our culture,” says Jeff Rubin. “In addition to our formal holiday party, we also have an informal gathering at the office where people bring in their kids and homemade food and we all celebrate together. I think it’s reflective of the feeling of the people in the company and how we all work together.”

Throughout the year, Odyssey's offices around the world sponsor lunches and picnics, and arrange outings to sporting and entertainment events. "One year, for example, we went to see *Beetlejuice*, the Broadway musical," says Julie Tavernese. "There are some

Extraordinary culture — fortunate to work here!

— Christine Grady, Odyssey Group, Stamford, Audit



► **The Eight Fairfax Values**

- *Honesty and integrity are essential in all our relationships and will never be compromised.*
- *We are results oriented — not political.*
- *We are team players — no “egos.” A confrontational style is not appropriate. We value loyalty — to Fairfax and our colleagues.*
- *We are hard working but not at the expense of our families.*
- *We always look at opportunities but emphasize downside protection and look for ways to minimize loss of capital.*
- *We are entrepreneurial. We encourage calculated risk taking. It is all right to fail but we should learn from our mistakes.*
- *We will never bet the company on any project or acquisition.*
- *We believe in having fun — at work!*



companies that don’t do anything, but this company does a lot for their employees.”

Cocktail parties for clients and brokers are also occasions for fun. “We are known for creating unique and memorable events for everyone,” says Sarah Strange, Odyssey Group marketing manager. She mentions, as examples, the annual Latin America Golf Open in Miami and the themed cocktail party in Toronto one year that was held at the Hockey Hall of Fame, with special guest Wayne Gretzky.

EuroAsia’s cocktail parties at Rendez-Vous de Septembre and Baden-Baden are legendary, synonymous with the conferences themselves. Beginning in 1996, these parties, with attendees numbering close to 1,000, were the brainchild of Claude Oger of EuroAsia, now retired. To receive an invitation was a much anticipated highlight of the year.



► **Celebrating our History**

Even this book was born of Odyssey staff’s passionate commitment to the company. “This book would not exist but for the vision and hard work of Lisa Strasser and her incredible team,” says Brian, referring to the firm’s vice president and director of marketing communications. “From the outset, Lisa believed we needed to record our amazing history and convinced all of us of the importance of what has become Enduring Momentum. I’m so glad she did.”

“The Americas division hosted the annual black-tie C&S dinner and after-hours cocktail party in NYC for a decade, an event where anyone who was anyone in reinsurance was seen,” remembers Sarah. Around the world, Odyssey never misses an opportunity to entertain at the Australian Open, Roland-Garros and the US Open. “For more than 20 years, Odyssey has hosted a market dinner in Tokyo, Japan, a strategic gathering just a few weeks prior to renewals, bringing together our key clients and brokers in that very important market. Our event inadvertently facilitated probably the only opportunity for our clients to meet each other and exchange their views on the coming renewals. It’s a night held annually at Joël Robuchon’s restaurant

that the whole Japanese market looks forward to every year,” adds Lucien Pietropoli. OdysseyRe’s Singapore branch has its own way of providing a fun experience for its employees: an annual trip throughout Asia. The practice began in 1998 with a pilot trip to Bangkok; since then, it has been a highly anticipated and coveted perk each year, expanding a shared sense of staff cohesion, team spirit and, especially, loyalty — 40 percent of staff have remained with the company since that very first trip. The sense of having fun is so ingrained in the culture that one year, to honor a retiring colleague, Jeff Rubin wrote and directed a video about the colleague, starring the claims department and set to the music of a novelty song. “To my knowledge, we are the only company that ever produced a music video

Honoring employee passions with intentional giving.

— Kathryn Delaney, Odyssey Group, Stamford, HR

involving reinsurance,” he says. And for many years, Odyssey’s Stamford office also boasted an employee rock band — led by Larry Boyle, former head of global IT who retired in 2019 — that performed at several company functions in New York and Connecticut.

A PEOPLE BUSINESS

Contrary to the image many people have that the insurance world is cold and heartless, “it’s a people business we’re in,” says Jan Christiansen, Odyssey Group’s CFO. “The relationships and the skillsets of the people that we employ, and our culture and reputation, are our key assets.”

In order for those assets to blossom, “employees need to trust the company, trust management and

believe that we operate with integrity,” says Brian. “Are we honest with our people? Are we open? Do we tell them what’s important to our business, what’s working, what’s not? I think we can always do better to communicate. But overall, I think the answer to those questions is yes. I think our people have that trust in us. And I’m determined to keep earning it.”

Simon Sinek, a motivational speaker and author of books such as *Start With Why*, once said, “Customers will never love a company until the employees love it first.” Odyssey not only believes that to be true, but wraps that sentiment into everything it does.

ODYSSEY'S TOP SIX WORDS:

CHALLENGE

No. 3

ADJECTIVE
a stimulating task or problem

MENTIONED
x19



**Our Foundation's
commitment to
our communities.**

— Michael Cifone, Hudson, New York, Executive

CHAPTER FIVE

THE VIRTUOUS CYCLE OF GIVING BACK

Groundbreaking of Stamford Hospital
Stamford, CT - May 2013

Stepping up when it matters most.

— Taylor Barna, Odyssey Group, Stamford, Marketing

A PARTNER OF SUBSTANCE

Odyssey's ongoing commitment to philanthropy goes back to one of the guiding principles Prem listed in a speech to the Chamber of Commerce of Metropolitan Montreal in October 2018. For a business to be successful, he said, it must give back to charity, among other golden rules. "You must do well to do good," he told the audience.

He encourages Fairfax companies to donate 1 to 2 percent of their profits annually. At the time of his speech, that amounted to a cumulative \$167 million. "This is something I've always emphasized," he says. "When you give back, it creates a virtuous cycle. Customers, employees, shareholders and the community — they all benefit."

► **Helping a Country in Dire Need**

Less than 12 hours after a devastating 7.0 magnitude earthquake rocked the impoverished Republic of Haiti in the late afternoon of January 12, 2010, leaving at least 300,000 casualties, representatives from OdysseyRe arrived at Americares' headquarters with a check for \$150,000 along with plates of sandwiches for Americares staff, many of whom had worked through the night. This gesture was immediately followed by the arrival of a team of OdysseyRe employees who volunteered to help in any way they could. This ranged from answering phones, to sorting and organizing supplies and collecting donations. OdysseyRe's Franz Rowe provided a greatly needed service: he helped monitor Haitian radio stations for updated news in Creole, which he then translated for Americares staff.

Since 2007, one of the principal beneficiaries of the Odyssey Group Foundation has been Americares, which, coincidentally, has its headquarters just down the road from Odyssey's Stamford head office. "Despite its name, Americares really is a global organization that provides disaster preparedness and relief to victims of catastrophes," Brian says. "They also provide healthcare and ambulatory care in poor communities in the U.S. and around the world."

The many initiatives Odyssey has supported include helping provide clinical services and disaster responses, as well as funding for mobile health centers in the United States and internationally, and providing start-up capital for Americares free clinics in Connecticut as well as the time and labor

needed to assemble emergency kits in their Stamford warehouse.

Another major cause the company supports is Stamford Hospital, a progressive medical center that, like Americares, espouses values much aligned with those at Odyssey. The 305-bed not-for-profit community teaching hospital provides patients with access to "the latest technology using a compassionate, patient-centered approach," according to its website.

Odyssey's relationship with the hospital began in 2008 when it donated \$2 million to help purchase the da Vinci Surgical System, a minimally invasive robotic surgical tool. Its support took a considerable leap forward in 2011, when Odyssey committed \$10 million to help the hospital build a new trauma facility at its



Odyssey Group Finance Department
Volunteers at the Americares Warehouse
Stamford, CT - September 2017

Powerful, selfless actions make a difference.

Thoughtful consideration for those in distress.

Community support is in our DNA.

Generously contributing to benefit so many.

Odyssey takes care of absolutely everyone.

Brighter futures for the less fortunate.

Helping people overcome hurdles to excel.

People come first. All else pales.

Selfless compassion, social engagement, big impact.

We care, we give, we receive.

We always consider the big picture.

Our success with our community.

Sharing, caring for the greater good.

We truly care for the needy.

Odyssey and Fairfax: superior 1996 vintage.

Sharing our prosperity with our communities.

Enriching our community by giving back.

Every person needs a helping hand.

Helping the small places become better.

We share

Kindness, compassion, inspiration, sharing and respectfulness.

Taking care of tomorrow's cure today.

existing location. On October 4, 2016, Brian Young had the honor of cutting the ceremonial ribbon alongside Stamford Hospital's then CEO, Brian Grissler, in front of the new OdysseyRe Emergency Department. Brian Grissler has previously been quoted as saying, "We are fortunate to live in a community where so many locally based corporations, such as OdysseyRe, have supported the hospital so generously through the years." The state-of-the-art emergency department is designed to handle current and anticipated future demand for services, with separate, dedicated areas for adult, pediatric and psychiatric services, as well as trauma and cardiac services.

"We like to be a real impact player in big causes when it comes to our charitable work," says Peter Lovell. "To be considered a kind of partner with Americares and Stamford Hospital would fit into that category."

In Europe, one of the recipients of Odyssey's philanthropic support is the Institut Pasteur, a non-profit organization dedicated to the study of infectious diseases and the discovery of their cures. Founded in 1887, it bears the name of the great French scientist Louis Pasteur, one of the first biologists to successfully implement vaccines.

Odyssey's relationship with the Institut Pasteur began in 2008 as a result of Claude Oger's initiative to support its cancer research, and it continues to this day, with annual contributions totaling approximately \$2.75 million to date. Support has been primarily in the form of grants for various cancer research projects performed by some of the world's foremost scientists.

In 2015, Odyssey helped fund its Titan Project, which included the creation of the most powerful

Odyssey's commitment to charitable causes worldwide.

— Michael Fleming, OdysseyRe, Stamford, Underwriting

microscope currently in existence, on the institute's Paris campus. In July 2018, OdysseyRe EMEA CEO Isabelle Dubots-Lafitte, Chief Underwriting Officer Gaël Le Païh, CFO Hervé Leduc, Chief Actuary Christophe Delelis-Fanien and Executive Assistant Johanna Cronholm were among more than 400 guests invited to the institute for the inauguration of the Titan Krios microscope. With this electron microscope's remarkable resolution, researchers were now able to observe samples that could not be studied using traditional structural biology techniques. A plaque thanking OdysseyRe for its support is featured at the entrance to the facility where the microscope is housed.

LET THE VOTING BEGIN

Not all support is measured in millions of dollars. A unique aspect of Odyssey's charitable commitment is that it allows a portion of its funds to be directed by its employees. Every two years, the Odyssey Group Foundation's Employee Nomination Campaign enables employees around the world to have the opportunity to nominate charitable organizations that are located in the communities where they live and work and are near and dear to them. While every division of the company handles the process in a slightly different manner, the nominated charities are vetted by an internal committee, and employees vote to determine which ones will receive funding.

"In 2019, we distributed \$2 million to 92 charities around the world," says Alane Carey, who also serves as the Odyssey Group Foundation's grants review officer. "It's an incredible experience for an employee to walk into an organization that they care for deeply, and in some cases have personally supported, and surprise them by handing over a check for, say, \$10,000. Everyone is crying with tears of joy, they're so happy. We're very fortunate to be able to make a difference at such a local level."

For example, in Singapore, charitable contributions were allocated to various cancer research institutions over the years, but in 2016 the office selected the National Kidney Foundation, a choice driven by a desire to benefit future generations, providing immediate and direct support to those in need. "This decision could not have been timelier," says Eileen Chia, office manager for OdysseyRe's AsiaPacific region, "as the money was immediately utilized to replace 10 outdated dialysis machines, as well as fund the purchase of multiple artificial kidneys."

A ceremony was held in Singapore to honor Odyssey by mounting its company logo upon the newly delivered dialysis machines. "Kidneys are so small yet so pivotal to one's well-being and health," Lucien Pietropoli says. "We are proud to support this

We care about communities around us.

— Philip Evensen, OdysseyRe, Stamford, Actuarial

A place I'm proud to represent.

— Daniela Pirolozzi, Odyssey Group, Stamford, HR

If we can help, we will.

— Bonnie Katubig, Hudson, Chicago, Claims

Serving with integrity, teamwork and generosity.

— Misti Farler, Hudson, Indianapolis, Underwriting

Bettering our community with our success.

— Sean Lau, OdysseyRe, Singapore, Administration

cause, assisting those who are suffering as well as educating the general public regarding the threats of kidney disease.”

Tara McQuitty, an underwriting assistant based in Hudson’s Indianapolis office, nominated an organization that supports people with disabilities; it was awarded \$45,000. “My nephew, Nick, was born with spina bifida,” Tara wrote in her proposal. “When he was nine years old, he discovered wheelchair basketball at a Rehabilitation Hospital of Indiana’s Sports Program Clinic. The sport changed his life and the program became my sister’s passion,” Tara continued. “Throughout the years, I have had the privilege to watch Nick excel at his sport. He now plays wheelchair basketball for the University of Missouri.”

Another initiative employees have voted to support is St. Matthias School, located in Tower Hamlets, an

underprivileged area in East London near Newline’s office. In 2005, a small group of Newline employees began volunteering to support the school as part of Lloyd’s Reading Partners program, designed to help students who have difficulty reading. Twelve years later, it became an official Odyssey/Newline endeavor. As of 2020, there were nine volunteers contributing to the program from within the branch office, including staff from actuarial, finance and underwriting.

Gemma Wandless, Odyssey’s head of capital modeling in London, leads the effort with Newline’s charity committee. “Each week we go to the school and read with selected pupils from the Year 2 class [ages 6 and 7]. We have the same pupils for the school year, so we are able to build relationships with them and help develop their reading skills. It’s very rewarding to see the children make progress and build confidence,” she says.

OdysseyRe AsiaPacific Donates Dialysis Machines to the National Kidney Foundation
Singapore - December 2018



► **A Pound for a Pound**

Odyssey further supports charities by matching donations made by its employees.

“In London, one of our initiatives is a raffle at our Christmas party,” says Robert Kastner. “One of the members on our charity committee comes around and rattles her tin and we all buy raffle tickets. We have been very successful in persuading some of our vendors in various sectors to donate really decent prizes each year, which motivates people to buy lots of tickets. I think we raised about £500 in 2019, which the company matched. That year, our chosen charity was a homeless shelter.”



For many years the London office was also associated with Little Havens Children’s Hospice, which provides palliative nursing and supportive care to children living with complex or incurable conditions. “They are located in Essex, where many of our staff reside,” she says. “Since 2015, through Odyssey’s charitable giving and company-sponsored employee events, we raised £191,000 for Little Havens.”

In the past decade, OdysseyRe’s Latin America division has given \$1 million to local charities supporting rural indigenous communities living in extreme poverty, women experiencing violence, and abandoned children and single parents, as well as providing professional training. This is in addition to assisting the victims of catastrophes including hurricanes Ingrid, Manuel, Maria,

Irma and Dorian, as well as the earthquakes in Mexico. “Every time, this is a team decision and all are very proud of that,” says Philippe Mallier.

The extent of the company’s charitable work, however, goes far beyond a contribution to one deserving cause. It is, in fact, an essential component of Odyssey Group’s DNA.

“There’s a spirit of giving here that we feel is an inherent characteristic of our company in the U.S. and around the world,” says Brian Young. “I know it might sound like a cliché, but we really are a family here. We’re a business, of course, but I view it as a family-run business. The people who work here are more than just employees, and we show it not only through our words, but through our actions.”



► **A Hair-Razing Initiative**

In 1999, three Irish-American reinsurance professionals in New York City created the St. Baldrick’s Foundation. There is no saint of that name, of course. Rather, the playful moniker was chosen because they wanted to raise funds and awareness in support of juvenile cancer research by shaving their heads or cutting off their ponytails.

The first head-shaving and fundraising event took place in 2000 at a reinsurance industry St. Patrick’s Day party in New York. It has since become a tradition. In 2005, St. Baldrick’s was established as an independent foundation and has led the way in garnering community support for childhood cancer research by raising over \$200 million in grant funding.

“Odyssey U.S. employees have participated in St. Baldrick’s events since 2007, raising more than a half-million dollars as of 2019,” says Alane Carey.

This is but one of Odyssey’s many charitable initiatives. From helping small, local organizations in its employees’ backyards to supporting catastrophe-relief efforts around the world, as of 2020 Odyssey has pledged over \$55 million to more than 350 charities. “We don’t do it to look good,” says Brian Young. “We do it because it’s a good thing to do. Prem is right: this gives us as much, if not more, than what we give out. It does create a virtuous cycle.”



Empowering employees to make a difference.

— Lisa Strasser, Odyssey Group, Stamford, Marketing

Paying forward to help a community.

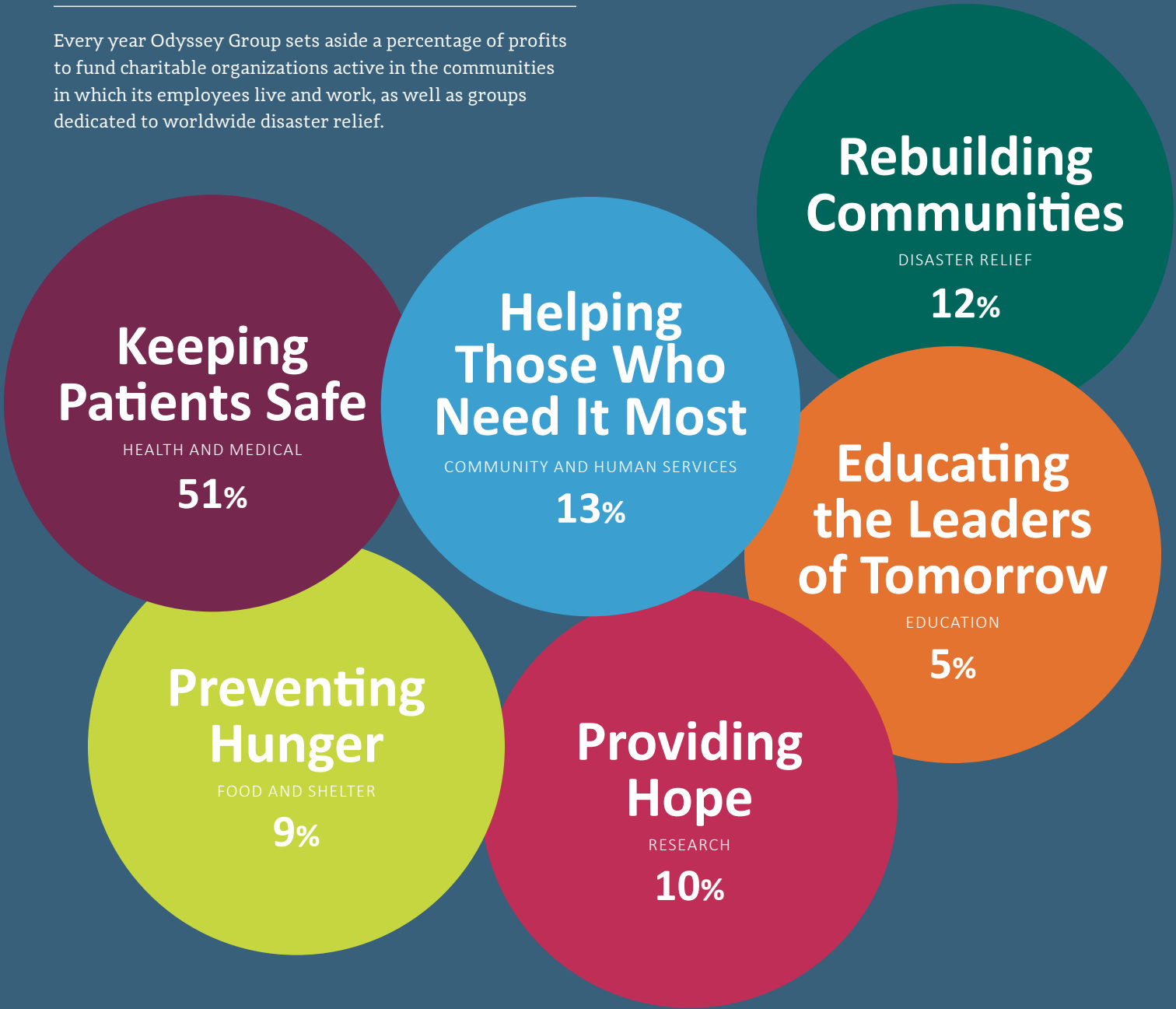
— Christopher Moonan, Odyssey Group, Stamford, IT

Head shaving, street sleeping, life changing.

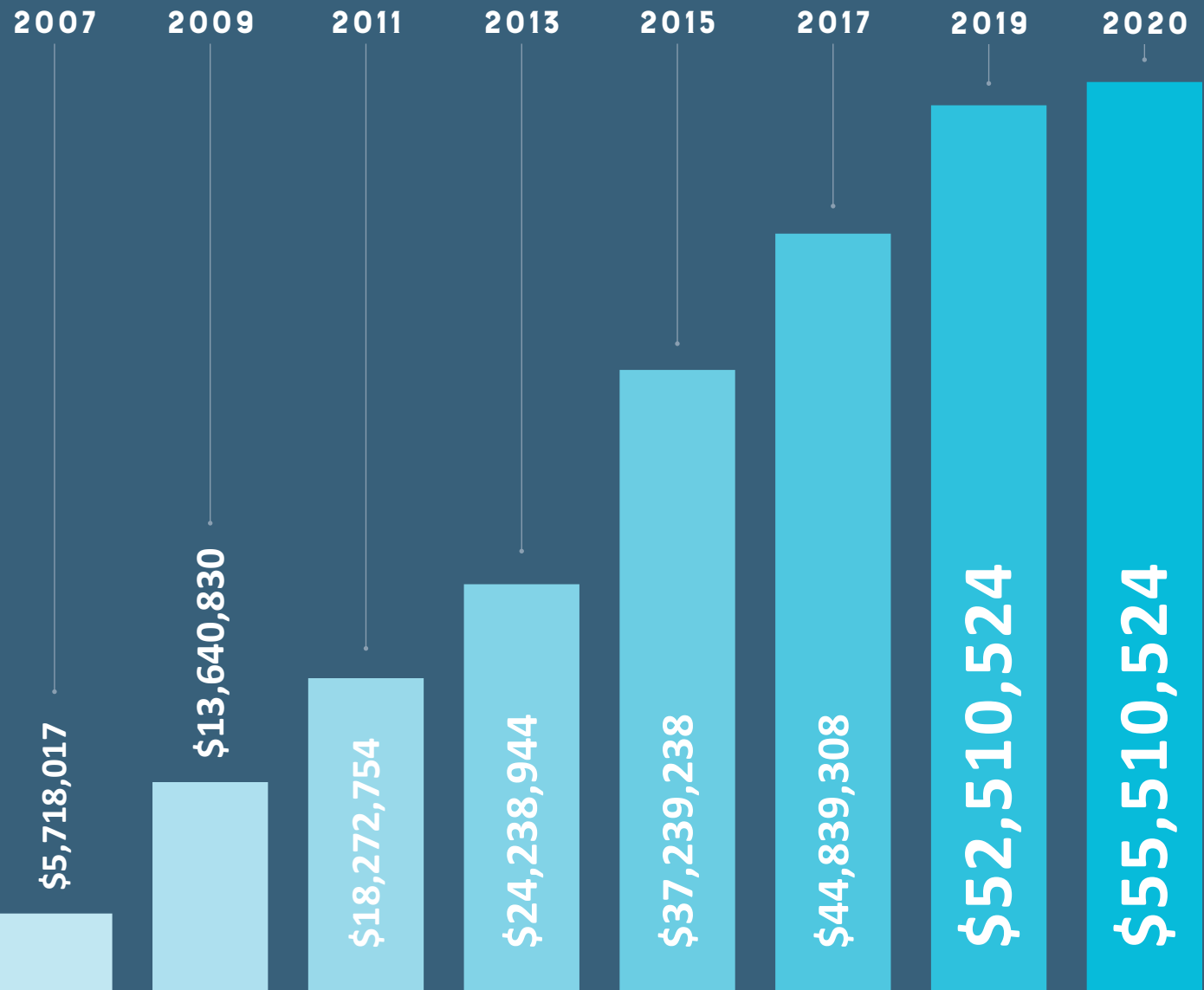
— Daniel Canny, OdysseyRe, Stamford, Claims

OUR DEFINITION OF SUCCESS: GIVING BACK

Every year Odyssey Group sets aside a percentage of profits to fund charitable organizations active in the communities in which its employees live and work, as well as groups dedicated to worldwide disaster relief.



CHARITABLE GIVING*



*CUMULATIVE AMOUNTS COMMITTED SINCE INCEPTION

Cancer research to continue Kelsey’s legacy.

— Andrew Dickson, OdysseyRe, Miami, Underwriting



► **A Special Type of Donation — The Kelsey Dickson Story**

Kelsey, the daughter of Andy Dickson, the head of surety for Hudson and formerly OdysseyRe’s chief treaty underwriting officer for Latin America, tragically died in 2014 of Merkel cell carcinoma (MCC), an extremely rare form of cancer. At 10 years old, she was the first child in the U.S. to be diagnosed with MCC.

Thanks in part to a \$1 million grant that Odyssey and Fairfax issued in 2014 in Kelsey’s name (the Kelsey Dickson Team Science Courage Research Award), a team at the Prostate Cancer Foundation, headquartered in Santa Monica, California, developed a drug called Bavencio (generic name avelumab). In 2017, avelumab became the first FDA-approved drug to treat MCC for patients whose cancer had spread beyond the skin. Previously, the only option had been chemotherapy.

The discovery led to 50 percent of MCC patients seeing their survival rates increase tenfold. In 2019, Odyssey gave PCF another \$1 million grant to continue this research.

“Odyssey, as a corporation, did more in the last four years to advance cancer research than any other corporation on the planet,” said Dr. Jonathan Simons, president and CEO of PCF. Dr. Simons is an oncologist renowned for his research on prostate cancer, the second-leading cause of cancer death for men in the U.S. He made this assertion before an assembled group of Odyssey employees at the end of January 2020. “That statement is based on the fact that you took an incurable form of cancer and made it curable. In other words, you actually accomplished something.”



Embracing challenges to open new worlds. — Hanna Zhang, Hudson, New York, IT
Being selfless to those in need. — Panagiota Benou, OdysseyRe, Stamford, Actuarial
Setting the example for other companies. — Georgio Skroubelos, Odyssey Group, Stamford, IT
Proudly impacts my community, city, country. — John Kazek, OdysseyRe, Toronto, Accounting
Always encouraging sharing, caring for

Paying forward with gratitude and contribution.

community. — Jiten Kapadia, Hudson, New York, Accounting
Making the world a better place. — Alexander Clark, Newline, London, Actuarial
Kindness that will not be forgotten. — Tamar Reddic, OdysseyRe, Stamford, Underwriting
Giving more. Participating more. Comforting more. — Daniela Pirolozzi, Odyssey Group, Stamford, HR
A big blue building: Stamford Hospital. Paul Skrtich, OdysseyRe, Stamford, Underwriting
Helping others and making a difference. — Rebecca Larson, Hudson, Indianapolis, Underwriting
Together we can make a difference. — Brett Mishket, OdysseyRe, Stamford, Claims
Continually paying it forward each year. — Christal VanderMaten, Hudson, Kansas City, Underwriting
With faith and discipline, we give. — Cristy Enriquez, Hudson, Napa, Underwriting
Helping our communities and other countries. — Nydia Rodriguez, OdysseyRe, Stamford, Accounting
Setting an example through charitable giving. — Ann Lang, Hudson, New York, IT
Thoughtful, selfless impact for society’s benefit. — Sara Phillips, Hudson, Indianapolis, Legal
Lifting up those who need it. — Brian Radziewicz, Odyssey Group, Stamford, Audit
Always ready to make a difference! — Kaho Chan, Hudson, New York, Claims
Putting others first, creating stronger communities. — Julie Melendez, Odyssey Group, Stamford, HR
Extolling virtues of generosity and altruism. — Akhil Khashu, Hudson, New York, IT
Making a difference in our communities. — Robert Bradt, Odyssey Group, Stamford, IT
International reach with a local impact. — David Halper, Hudson, Chicago, Underwriting
Selflessness makes the world go round. — Rose Orjuela, Hudson, New York, Accounting
We always share our good fortune. — Robert Pollock, OdysseyRe, Stamford, Underwriting
Giving restores like it never happened. — Whitney Buddle, Hudson, Calabasas, Underwriting
Generosity and selflessness where

Changing the world through compassionate giving.

— Ioline Barrett, Odyssey Group, Stamford, Accounting

it matters. — Taylor Mancini, OdysseyRe, Stamford, Underwriting
No one employee ever stands alone. — Angelique Arango, Hudson, Chicago, Underwriting
Providing hope for a better tomorrow. — Jason Zema, Odyssey Group, Stamford, Marketing
Stepping up when people hurt most. — Adam Bonville, Hudson, Austin, Underwriting
Having the winning formula to succeed. — Simon St. Clair-Miller, OdysseyRe, London, Accounting
Showing love and kindness to others. — John Pascual, Hudson, New York, IT
We rise up by lifting others. — Vindu Chhabra, Hudson, Calabasas, Underwriting
The secret of success is giving. — Monica Daniels, OdysseyRe, Stamford, Underwriting
The power to transform our community. — Jane Villanueva, Odyssey Group, Stamford, Accounting
Always try to make a difference. — Adriana Katechis, Hudson, New York, Legal

Providing assistance in growth and development.

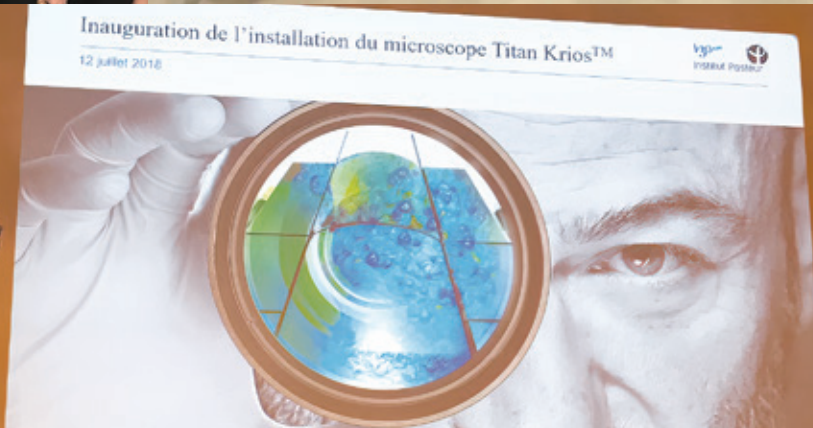
— Teena Estrella, Odyssey Group, Stamford, Accounting

ODYSSEY'S TOP SIX WORDS:

No. 2 COMMUNITY

ADJECTIVE
a group of people of common interests

MENTIONED
x19





Odyssey Group Global Executives
Pre-Monte Carlo meeting
Corsica, France - September 2019

EPILOGUE

THE FUTURE

Odyssey, Prem Watsa likes to say, “is the crown jewel of all the Fairfax companies. It’s our key. It’s the gem. We’ve had a lot of successes, but Odyssey’s the biggest one.”

When he thinks of the extensive establishment he has built, Prem mentions part of the quote on the plaque at the base of the Statue of Liberty: “Give me your tired, your poor, your huddled masses [and] send these, the homeless, tempest-tossed to me, I lift my lamp beside the golden door!”

“That’s what we’ve done so often at Fairfax, and what we did with Skandia America — rescuing companies that weren’t supposed to be viable,” he says. “Look at that quote and look at what you have in Odyssey today compared to its beginning days. It’s been unbelievable. Today, it’s a machine.”

Brian Young believes the key going forward is to continue running Odyssey as a small family business, no matter how much it grows. “We’ve always been nimble and able to respond quickly to opportunity. As we get larger, and we will, it’s important that we

adhere to our values and principles, while keeping our structure flat and unbureaucratic.”

As Prem looks at what he sees ahead for Odyssey, he predicts “unlimited growth, unlimited potential. It can become one of the great reinsurance/insurance companies in the world.”

Brian says the growth prospects for Hudson and Newline are enormous. “Both have been continually expanding product and service capabilities, but there’s so much more that can be done given our relatively modest footprint in a vast global insurance market. When we look at Odyssey’s reinsurance business, most notably in North America, Europe and the U.K., future growth is likely to be more organic. These are mature markets, and so growth will be dependent on improving market conditions and increased buyer demand.”

The potential for significant future growth in global reinsurance lies, Brian explains: “in developing markets, the largest being China, India and Brazil. Collectively, those three countries represent only about 4 percent of our global portfolio. China, however,

is the second-largest market in the world today by a significant margin, so there is a lot of potential to grow there as the demand for reinsurance increases and margins improve. We just need to be patient and disciplined for growth, as we always have done.”

Prem concurs that future growth in the near to medium term will likely not come through acquisitions, as it had in the early days of Odyssey. “It will be organic, as Brian says, from here on in. The company runs so well, has such strong leadership, that there’s no need to look outside for new partners.”

Nor will the company ever be auctioned off. “It’s not for sale, no matter the price offered. It’s as simple and clear as that,” says Prem. “I want everyone at Odyssey to know that upfront. I think that knowledge is one of the key reasons why so many people stay with Odyssey for so many, many years.”

What does Brian see as the overall future for Odyssey? “We’ve had a great run over the past 25 years,” he says. “We started from humble beginnings, but together as a team and with the support of Fairfax we have patiently built a great company. This is an exciting time to be in the business, and in the current market environment, we have a lot of momentum on our side. The future is very exciting indeed, and the best is definitely yet to come.”

OdysseyRe EMEA Team Building
Paris, France - June 2017



ODYSSEY'S TOP SIX WORDS:

No. 1 **SUCCESS**

ADJECTIVE
a favorable or desired outcome

MENTIONED
x 20



Ultimately, it's all
about the people.

— John Higgins, OdysseyRe, London, Accounting



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Celebrating
25 years as a Fairfax Company