



## THE 2023 ANNUAL EIM RISK MANAGERS INFORMATION MEETING • FEB 26 - 28 HYATT REGENCY • GRAND CYPRESS, ORLANDO





## OUT OF THIS WORLD!



Hyatt Regency, Grand Cypress, Orlando

The Orlando Hyatt Regency Grand Cypress was the venue for Energy Insurance Mutual's (EIM) 37th annual Risk Managers Information Meeting (RMIM) held February 26-28. More than 350 attendees enjoyed great weather, fun-filled activities, and the opportunity to hear about the latest developments at EIM, while also reviewing emerging issues in the energy industry and catching up with

friends and colleagues.

Adopting the theme, "Beyond Limits," the conference focused on the value-added aspects of EIM that extend beyond the four corners of EIM's excess insurance, highlighting the intrinsic value of an organization solely dedicated to its members and their risk management strategies.

After an enjoyable day of outdoor activities that included fishing, golf, and trips to Universal Studios and Discovery Cove, attendees convened for the opening reception on Sunday evening, enjoying the opportunity to reconnect with friends, industry peers, and business partners. The reception was followed by a buffet dinner and included EIM's annual video which, this year, followed the crew of the "USS EIMterprise" on a journey "beyond limits." The "out of this world" cast brought home the message that success entails exploring new and different ways of delivering value to constituents.

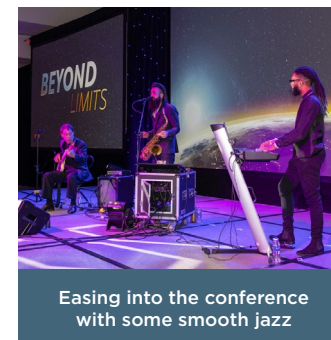
Following the video, EIMterprise Captain and EIM President and Chief Executive Officer, Tommy Bolton "beamed down" and welcomed the group to Orlando, providing an overview of the agenda for the next two days.

Prior to the opening reception, the Women in Power and Utilities group, now more than 50-strong, met to network and discuss new developments in their respective energy segments.

Following a Monday morning continental breakfast, Marcus Brown, Chair of the EIM Board and Executive Vice President and General Counsel of Entergy Corporation, kicked off the opening session with a welcome to Orlando, highlighting EIM's commitment to going beyond existing boundaries to best serve its member companies.

Tommy Bolton, EIM President and Chief Executive Officer, then followed with a brief review of the day's agenda noting that the focus would be on stability, capacity, flexibility, and member satisfaction before introducing the first panel, chaired by Jeff Tkacz, Vice President and Chief Financial Officer, to discuss EIM's 2022 financial performance. Jeff was joined by Jennifer

Gray, Controller, Christine Hoogsteden, Director of Treasury, and Legaré Gresham, Actuarial and Analytics Leader. The financial panel was followed by a claims update provided by Ann Joslin, Vice President-Claims and Senior Claims Attorney, Melissa Stephenson.



Easing into the conference with some smooth jazz



Catching up with friends

*continued on next page...*





## OUT OF THIS WORLD CONTINUED...

The underwriting team, headed by Vice President and Chief Underwriting Officer, Jill Dominguez, who was joined by Sandra Imbriani, Director, Casualty Underwriting; Vitaly Pisetsky, Underwriting Manager-Head of Executive Liability; Bryan Oliff, Senior Underwriter-Casualty, Product Manager-Cyber; and Scott Leiman, Product Line Manager-Property, offered a detailed overview of noteworthy developments on the underwriting front, followed by an update on Energy Insurance Services, Inc. – celebrating its 30th anniversary – and Energy Captive Management, LLC provided by Megan Ogden, EIS Vice President and COO and ECM Chief Accounting Officer Tobias Burke.



Enjoying an evening of “mutuality”

Tommy Bolton wrapped up the panel discussions by highlighting where EIM, EIS, and ECM have been and where they are headed over the next three years.

After the morning break, Stephanie Crochet, Director of Risk & Insurance, Plains All American Pipeline, L.P. and current Chair of the Insurance

Advisory Committee (IAC) and Ron Rispoli, Director of Risk Management & Risk Engineering, Entergy Services, IAC Vice-Chair, updated conference participants on IAC activities, task forces, and the most recent EIM member survey.

Closing out the morning session, Jill Dominguez presented the 13th annual David L. Hadler Award to Roger Olson, Manager of Corporate Insurance, DTE Energy. Roger elected to direct the \$5,000 EIM contribution accompanying the recognition to Ferris State University located in Big Rapids, Michigan in support of the University’s Bachelors in Risk Management Program.

Monday afternoon was spent participating in group activities that included a Winter Garden bike tour, off-roading, Sea World, and golf.

The group reconvened amidst beautiful weather on Monday evening to enjoy a “Great Gatsby”-themed event that transported attendees back to the “Roaring Twenties,” complete with boas, bowlers, sequined dresses, and spats.

Kevin Wolff, Vice Present, General Counsel and Secretary, opened Tuesday’s session by introducing guest speaker Sebastian Terry, a Sydney, Australia native and author of *100 Things: What’s On Your List*, who presented the power of passion via the 100 point bucket list he created to identify and experience actions that transformed his life.

Seb was followed by Tim Conway, Technical Director of ICS and SCADA programs at the SANS Institute, where he is responsible for developing, reviewing, and implementing technical components of the SANS ICS and SCADA product offerings.

Closing out the Tuesday session and adding a little intrigue to the conference was former FBI counterterrorism and counterintelligence operative Eric O’Neill, author of the book, *Gray Day: My Undercover Mission to Expose America’s First Cyber Spy*, which was published in spring 2019.

After enjoying a video montage capturing highlights of the three-day session, Tommy Bolton closed the conference by thanking attendees for their participation and support, along with the EIM staff for their contributions to the conference’s success. Tommy closed by inviting everyone to next year’s conference which will be held in Tampa.



Attendees receiving updates, education and insights

*Additional details regarding the conference are included in the following Members Report pages.*

## A GREAT WAY TO SAY "HELLO"

What do you do when you haven't had the opportunity to meet face-to-face with many of your colleagues and friends for almost a year? You share a meal, maybe a drink or two, enjoy some outstanding weather, and listen to good music as you catch up on the latest happenings, both professionally and personally. That's exactly what conference attendees did on Sunday evening as they enjoyed a welcome reception, buffet dinner and some soothing jazz. A great way to ease into Monday's formal agenda.



Tameeka Heyward, Amy Schrimsher, Jennifer Highsmith, Jenny Gray, Stacy Graves, Jane Murphy



Tobias Burke, James Fortner, Bob Miller, Ron Rispoli, Mike Wilson



Julia Yu, James Bross, Peter Conway



Graham McCarthy, Elizabeth Nichols, Chris Gregorio, Natalie Solomon, Dusty Cahill



Denise Straka, Stephanie Geraghty, Julie Milbrandt



Ann Joslin, Mariya Coleman, Nicole Gagliardotto, Sarah Baldys



## "USS EIMterprise"

In keeping with tradition, EIM presented a Star Trek-inspired video that followed the journey into uncharted territories of the starship "USS EIMterprise" as it assessed core capabilities to solve a mid-journey mishap. Core competencies of stability, capacity, flexibility, and member retention were all found to be in order and, fortunately for conference attendees, the skilled and experienced EIMterprise crew capitalized on their years of experience to resolve the dilemma in time to join the Orlando conference.



EIM "actors" were featured on the big screen on Sunday evening.





A group picture of the 4th gathering of Women in Power and Utilities

## A POWERFUL NETWORK

Sponsored by Alliant, Aon, EIM, Marsh, and McGriff, the Women in Power and Utilities event attracted more than 50 attendees who took the opportunity to reconnect, share industry news, and discuss avenues available to increase women's awareness of and interest in the power and utilities industries.

With a database of more than 200 energy and utility professionals that includes risk managers, brokers and insurers, the group remains committed to providing a positive platform for collaboration, education, and networking in the power and utilities space. This was the third in-person meeting of the group and the fourth overall counting the COVID 19 virtual meeting in 2021.

The group will next convene at the AEGIS Policyholders' Conference in San Diego on Tuesday, July 11, 2023.



Monica Forte, Nydia Torres,  
Heidi Gossett, Amy Schrimsher, Jenni Kupersmith



Christine Palomba,  
Jill Dominguez, Cynthia Fee



Lindsey Chang, Maria Von Eljaszewicz,  
Jenny Conil, Bridgette Jackson





## MARCUS BROWN WELCOME



Marcus Brown welcomes conference attendees

EIM Board Chair, Marcus Brown, opened the RMIM Monday morning session by welcoming attendees to Orlando and reiterating the core components highlighted in EIM's Sunday evening video that included stability, capacity, flexibility, and member focus, each of which has enabled the company and its members to travel "Beyond Limits."

As William Shatner's Captain Kirk concluded at the opening of each Star Trek episode, the Enterprise mission was, "to boldly go where no man has gone before." According to Marcus, the theme of EIM's 2023 RMIM, "Beyond Limits," embraced Captain Kirk's commitment to "breaking through existing boundaries, expanding our imaginations, and seeking to advance or redesign current paradigms for a better world."

"Our industry," explained Marcus, "is facing issues that promise to redefine the way we do business. Whether it is a reduced carbon footprint using renewable energy, greater reliance on artificial intelligence to cultivate energy efficiency, or enhanced cyber and physical security to protect energy infrastructure, to name just a few, we are being called up to rethink the traditional models of energy generation, transmission, and distribution and break through to new, more streamlined, and effective ways to power the globe." Citing Commander Spock, Marcus reminded us that, "Change is the essential process of all existence."

Marcus thanked fellow Board members for their tireless work to ensure that EIM's strategic direction remains on course and that the company continues to offer a financially secure, meaningful, and responsive risk management platform for members. He also welcomed two new Board members, Kodwo Ghartey-Tagoe and Marty Lyons and thanked departing Board members Mary Kipp and Marian Durkin (whose Board tenure ran from 2009 through 2022, serving as Board chair from 2016-2018) for their service.

Marcus also congratulated Stephanie Crochet, recently elected IAC Chair, along with Ron Rispoli, recently elected IAC Vice-Chair, on their new roles and thanked Mike McFarland, Stephanie's immediate predecessor, for his steady leadership while serving as IAC Chair from February 2020 to December 2022.

In closing, Marcus recognized the EIM, EIS and ECM staff for meeting the challenges of the last three-plus decades and delivering on the vision and mission articulated by the company's founders back in 1986.

Finally, on behalf of the Board, Marcus thanked the membership for its support over the decades and for having worked together with EIM to identify and address risk management hurdles presented by the ever-changing landscape within the energy industry, positioning EIM to introduce groundbreaking innovations and responsive solutions.

He noted that, "We are not going to solve the problems of the world over the course of the next two days, but we can take steps, however small, to advance the discourse on the issues of the day and, hopefully, take away one or two key insights that will further each of our individual efforts to expand the boundaries of our respective organizations in furtherance of a new and redefined energy landscape. If we can achieve this modest goal, I have no doubt that, in the words of Commander Spock, we will 'Live Long and Prosper.'"



## FINANCIAL UPDATE

Jeff Tkacz headed a panel consisting of Christine Hoogsteden, Jennifer Gray, and Legaré Gresham, themed “A Look Through the Telescope,” focusing on fiscal stability.

After noting that EIM delivered an 83% net loss ratio that was countered by a negative 8% investment return, resulting in a 6% pre-distribution drop in policyholders’ surplus to \$1.15 billion, Jeff spoke in detail about EIM’s reinsurance partners. A combination of factors, many of which extend far beyond the energy sector, has resulted in a continued hard reinsurance market. Loss frequency continues to be a factor, coupled with economic and social inflation, and a reduced appetite for energy risks. EIM is working diligently to maintain its long-term partnership with reinsurers and considering alternative reinsurance structures to better align ceded risk with reinsurer risk parameters.

Jenny reported that over the last ten years, EIM has paid \$2 billion in claims and returned \$443 million in annual and supplemental distributions to members. While average annual premium increases are below 10%, claim frequency has increased 130%, resulting in a ten-year gross loss ratio of 92%. Legaré added that upward trending loss experience coupled has resulted in additional surplus requirements.

Christine noted that EIM has enjoyed solid investment returns over the last ten years, exceeding an average return of 4% over that time. With investment allocations designed to maximize return while minimizing downside risk, the significant volatility in the 2022 investment portfolio delivered, for the first time in 50 years, a simultaneous downturn in both the equity and fixed income sectors. Nevertheless, EIM continues to focus financial stability with policyholder surplus remaining above \$1 billion.



Jeff Tkacz, Jennifer Gray, Legaré Gresham, Christine Hoogsteden

## EIM ANNOUNCES \$25 MILLION ANNUAL DISTRIBUTION

During the financial panel update, Jeff announced that, subject to final audited financial statements for the 2022 fiscal year, EIM would be making a \$25 million annual distribution to members of record at December 31, 2022. The distribution was completed on March 31, 2023 and marked the 11th consecutive year that EIM has made a distribution to members.



Jeff Tkacz providing an update on EIM's annual distribution



## CLAIMS PANEL

Ann Joslin and Melissa Stephenson focused on “Collaboration” as they reviewed EIM’s Category 1, 2 and 3 claims, including new claim categories 1A, 1B and 2A designed to further refine EIM’s internal assessment and monitoring of claims that have been reported but not yet reserved by EIM. The goal is to identify potential Category 2 claims (requiring an expense reserve) and Category 3 claims (requiring both expense and indemnity reserves) as soon as practicable to ensure a meaningful and ongoing dialogue with member companies as these claims proceed to resolution.

Ann also reported that the addition of two claims attorneys and a claims administrator will assist in the active monitoring and timely resolution of all reported claims.

Melissa’s recent promotion to senior claims attorney is also intended to provide a more robust dialogue with members, particularly with respect to complex and higher profile claims.



Ann Joslin, Melissa Stephenson

## UNDERWRITING UPDATE



Jill Dominguez, Sandra Imbriani, Vitaly Pisetsky,  
Bryan Oliff, Scott Leiman

The underwriting panel, led by Jill Dominguez, focused on “Communication” in the changing landscape of energy risks. With a mantra of “expect the unexpected,” the team highlighted the 2022 membership need for larger limits and the trend of more frequent losses, stressing that EIM can, as it has done in the past, successfully address these issues with the full support of all members. For 2023, the underwriting team will continue striving for open and early communication on emerging issues, both on an individual company and industry-wide basis.

With specific by-line updates from Sandra (General Liability), Vitaly (Directors and Officers), Bryan (Cyber Liability), and Scott (Property), each carried the common theme of communication, members support, and a commitment to remain responsive to evolving risk management needs on the part of the membership.

According to Jill, “It may be a new world for risk managers, but EIM remains committed to making it a navigable one.”

## EIS/ECM PANEL

Megan Ogden and Tobias Burke opened their EIS/ECM panel discussion with a tribute to EIM's 30th anniversary which has been distinguished by a decades-long commitment to "Efficiency, Innovation and Strength." While highlighting the continued management fee credits provided to Mutual Business Program participants in 2022 and the addition of in-house actuarial support and analytics, along with leadership and staffing transitions, the duo reported that more than 25 meetings had taken place with 15 member companies to explore potential captive solutions.



Megan Ogden

Megan invited any EIM member company seeking to explore "Beyond Limits" to consider captive alternatives, particularly in the D&O, employee benefits, wildfire, renewables, TRIPRA, and cyber sectors. By manuscripting solutions tailored to individual needs, EIS can often provide the platform for new and innovative solutions beyond those currently considered by risk managers.



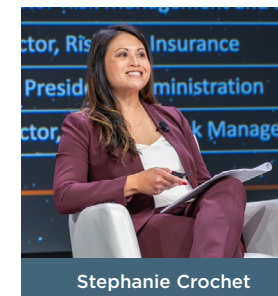
Tobias Burke

Tobias reported that EIS had grown over the last three years due, in large part, to the hard commercial insurance market with protected cell retentions doubling in the last 10 years. Growth is organic, reflecting sound risk management practices rather than pure premium increases.

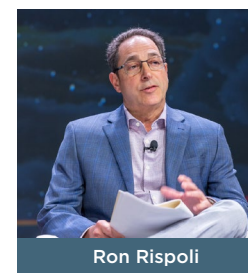
Both panelists invited member company representatives to join EIS and ECM later this year on October 23-26 to celebrate the 30th annual EIS Policyholder Advisory Committee meeting in Charleston, South Carolina.

## IAC UPDATE

Insurance Advisory Committee (IAC) Chair, Stephanie Crochet was joined by recently elected Vice-Chair, Ron Rispoli to provide an update on IAC activities. After welcoming new IAC members Lisa Hough, Manager-Risk Management, Omaha Public Power District and Kathy McElwaine, Corporate Insurance Manager, Finance, PJM Interconnection, LLC, Stephanie provided an update on task force initiatives that included: Cyber, Regulatory, Emerging Risk, Energy Market Evolution, and ESG.



Stephanie Crochet



Ron Rispoli

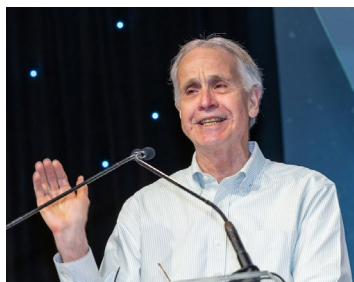
Ron highlighted recent IAC involvement in assessing market trends and their impact on EIM, particularly with respect to reinsurance. After discussing EIM capacity and structure flexibility on core coverages such as General Liability and Directors and Officers liability, he noted that the IAC was

providing input on development of EIM's new three-year strategic plan.

Both panelists reviewed the 2022 Member Survey results, noting that an overwhelming majority of members responded that EIM was adequately capitalized, that they understand and appreciate the mutual concept, and that any excess surplus should be directed to additional limits in existing lines of business such as Property, Fiduciary and Cyber rather than expanding to new lines of business.







Roger Olson, 2023  
David L. Hadler Award Recipient

Jill Dominguez introduced Roger Olson, Manager, Corporate Insurance at DTE Energy, as the 2023 recipient of the David L. Hadler Award. Jill noted that, since its inception in 2011, more than \$100,000 has been contributed in David's name to risk management programs at colleges and universities throughout the United States.

Taking a "no nonsense, pragmatic approach" to the science of risk management, Jill noted that Roger's

career has spanned 42 years at DTE where he is a trusted mentor who strives to go beyond the status quo when it comes to fashioning risk management strategies.

In accepting the award, Roger commented that he wasn't expecting the recognition but was honored to be an award recipient. While not superstitious, he noted that he is the Hadler Award's 13th honoree, but is fortunate to always be carrying his lucky penny to ward off any evil spirits! In a world that has seen dramatic changes since he started in the risk management business almost five decades ago, Roger has learned that the only constant is change and that you move forward during the course of your career by adapting and capitalizing on the many technological advances that have made risk assessment a more quantitative process.

With thanks to David Hadler, who he had the pleasure of working with for many years, Roger recalled David's leadership, insight, and commitment to forming Energy Insurance Bermuda, Ltd. (now EIS) as a source of alternative risk transfer options for EIM members.

Dedicating the award to risk managers, past and future, Roger offered five tenets to live by:

- Pay attention to the details, particularly those relating to your insurance coverage.
- Support your mutuals with your business and involvement.
- Share what you know – knowledge is power.
- Never stop learning.
- Business is business – don't take it personally, "you'll win the next time."

Roger directed the \$5,000 honorarium accompanying the Hadler Award to Ferris State University which provides a Risk Management and Insurance Program with concentrations in underwriting, loss control, claims investigation, risk management, and actuarial science.

Roger departed the podium to a standing ovation after again referring to being "No. 13," and advising that, "I better leave the stage before I have a heart attack." We are happy to report that Roger's lucky penny is still working fine!

**Congratulations and many thanks to Roger for his longstanding commitment and contributions to the industry mutuals.**



Jill Dominguez and Tommy Bolton  
congratulate Roger Olson on receiving  
the 13th David L. Hadler Award

## PREVIOUS DLH AWARD RECIPIENTS

**2011** - J. Gary Meggs, Risk Manager, Southern Company

**2012** - Michael J. Anderson, Director of Hazard Insurance, Xcel Energy Corporation

**2013** - Jack Hadsall, Director, Risk Management, City Utilities of Springfield (retired)

**2014** - Bill Powell, former Manager, Risk Management & Environmental Services, Salt River Project

**2015** - Linda Barnett, Director-Corporate Risk Management, Dominion Resources

**2016** - Mike Kaminski, Manager of Corporate Risk Management, WEC Energy Group, Inc.

**2017** - Robert Frounfelker, Executive Director of Risk Management, Consumers Energy Company (retired)

**2018** - Julie Jackson, Assistant Vice President, Risk Management & Insurance, Targa Resources Corp.

**2019** - John Mellette, Manager of Corporate Insurance, SCANA

**2020** - Deborah S. Gaffney, Director, Risk Management, Southern Company

**2021** - Greg Umscheid, Senior Director, Risk Manager, Westar Energy, Inc. (retired)

**2022** - Joseph Meaney, Jr., Vice President, Global Insurance and Risk Engineering, AES Corporation





Penelope Goodwin, Todd Burack, Ashley Weaver,  
Kevin Lundin



"Laying low" at the EIM Hideaway



Stuart Adam, Eric Lobser, Caty Lobser

## EIM HIDEAWAY

On Monday evening, conference participants sidled over to the "EIM Hideaway," a 21st century watering hole turned into a 1920s speakeasy. The "juice joint" celebrated the style of the "Great Gatsby," with many showing up in their "glad rags" ("dressed to the nines" in 20's parlance) with flapper dresses, pearls, fedoras, bow ties and newsboy caps. In addition to great food and drink, the Hideaway provided games of chance (where no one "took any wooden nickels") and music to pass the night away. After some "giggle water" to relax the nerves, there were quite a few "Oliver Twists" hitting the dance floor. All in all, the night was "the bee's knees" with everything just "Jake."



Christine Hoogsteden, Jennifer Gray,  
Jennifer Highsmith



Chris Heyward, Tameeka Heyward





Stacy Wolff, Kevin Wolff



Enjoying some winning hands  
at the blackjack table



Fun on the dance floor



Greg McCollister, Maria Von Eljaszewicz



The dealer wins again!



Mariya Coleman, Cynthia Fee, Lisa Hough

## SEBASTIAN TERRY



Sebastian Terry –  
“Make Your List”

Tuesday's session open with a spirited presentation by Sebastian (“Seb”) Terry, a native Australian now living in Los Angeles. Shocked by the untimely death of a close friend in his mid-twenties, Sebastian experienced a moment in his life where he asked himself a simple question, ‘Am I happy?’

The answer was no, and he promptly created a list of 100 things that he hoped would bring him closer to a sense of happiness, if not purpose, in life.

Seb has been chasing down the goals on his list for almost 15 years. From Marrying a Stranger in Vegas (Goal #2), and Delivering a Baby (#23), to Living on a Deserted Island for one week (#63) and even helping a Quadriplegic Man Complete a Half Marathon (#26), Seb's story has been turned into a bestselling book as well as his own reality show.

Focusing on purpose, growth and connection, Seb highlighted stepping out of our normal routines to create goals, even if it causes discomfort. Discomfort can be a path to growth as you challenge yourself to experience new and different things that can deliver pride and euphoria. Goalsetting – creating your personal 100 list - helps organize, creates resiliency, and provides a road map for personal change and transformation.

The audience responded to Seb by sharing their individual goals as they began formulating their own “list of 100 things.” Time to get started!

## TIM CONWAY

Tim Conway joined the conference on Tuesday morning, providing an informative overview of cyber risks associated with Industrial Control System (ICS) and Supervisory Control and Data Acquisition (SCADA) programs. Tim is Technical Director of ICS and SCADA at SANS Institute, established nearly 30 years ago as cooperative research and education organization that offers programs to over 165,000 security professionals. A recognized leader in critical infrastructure protection (CIP) operations, he formerly served as the Director of CIP Compliance and Operations Technology at Northern Indiana Public Service Company (NIPSCO), where he was responsible for Operations Technology, NERC CIP Compliance, and the NERC training environments for the operations departments within NIPSCO Electric.

As he focused on control system cyber security, Tim highlighted cyber risks associated with information technology (data in storage) and operational technology (buttons, levers, and all things involving mechanical components), two areas that have become more integrated as computer technology has advanced. With the automation of operational technology, cyber risk now extends beyond information technology and can impact operational capabilities as well, particularly with respect to ICS and SCADA systems.

After providing numerous examples of recent cyber intrusions throughout the world, Tim provided a control checklist for cyber security that included:

- Prepare a detailed incident response plan that undergoes regular testing and training.
- Implement defensible architecture designed to minimize or eliminate cyber threats.
- Maintain system visibility that is regularly monitored.
- Secure remote access to systems.
- Practice risk-based vulnerability management (i.e., identifying, prioritizing, managing, and reporting vulnerabilities).

Tim concluded by observing that critical infrastructure organizations and ICS security practitioners increasingly require a unique set of hybrid skills, all of which must intersect with operations, engineering, technology, security, and safety to effectively manage cyber risk.



Tim Conway cautioning attendees on ICS and SCADA cyber security



## ERIC O'NEILL

Tuesday's session closed with an engaging presentation by Eric O'Neill, a former FBI counterterrorism and counterintelligence operative who worked as an Investigative Specialist with the FBI's Special Surveillance Group (SSG), playing a major role in the arrest, conviction, and imprisonment of FBI agent Robert Hanssen for spying on behalf of the Soviet Union and Russia. His experience with the FBI was recounted in the 2007 film, "Breach", and later in his book, *Gray Day: My Undercover Mission to Expose America's First Cyber Spy*, which was published in spring 2019.

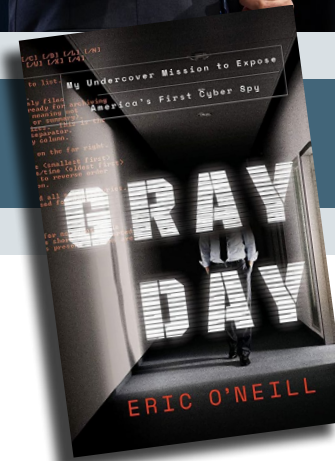
Beginning with highlights from the movie "Breach," Eric shared the story of Robert Hanssen and how, over the course of more than 20 years, Hanssen sold thousands of classified documents to the KGB, while highlighting the cyber security breaches that enabled Hanssen to operate undetected for decades. Defining and providing examples of the normal web, deep web, and dark web, Eric outlined the extensive malicious activities that can be planned and implemented via the dark web, including attacks on critical infrastructures such as pipelines, power grids, and mass transportation systems.

Eric stressed the importance of planning before cyberattacks occur and sensitivity to enhanced threats occasioned by events such as COVID-19 which triggered an exponential increase in remote access to systems around the world. He also highlighted how the development of artificial intelligence has broadened and facilitated cyber intrusions.

In closing, Eric recounted how Hanssen was ultimately apprehended by the FBI and, upon being taken into custody, asked, "Why did it take you guys so long?" We can tell you that Hanssen's capture involved a Palm Pilot, a shooting range, and a "dead drop" under a bridge in Vienna, Virginia, but we recommend that you see the movie to get the full details!



Eric O'Neill shares his FBI experience and his book, "Gray Day" with attendees



## CLOSING COMMENTS



Tommy Bolton wraps up the 2023 Risk Managers Information Meeting with an invitation to join EIM next year in Tampa

After enjoying the “what a fun time we had” video that traditionally closes the Risk Managers Information Meeting, Tommy Bolton concluded the conference with thanks to all those at EIM who made the three days a success and to EIM members and partners whose ongoing commitment represent the key to EIM’s ongoing success.

Tommy’s comments harkened back to his opening remarks where he cited Tom Nunnally, one of EIM’s founding directors, who observed more than 30 years ago that, “The challenge of our mutual in anticipating and addressing the market’s changing demands – and their impact on member insurance requirements – will extend beyond the familiar concerns of price, attachment points, and coverage limits. The keys to the future also will be found in areas as services and types of coverage offered.”

**Beyond limits, indeed.....**

SEE YOU NEXT YEAR IN  
**TAMPA!**





*EIM's Members Report is electronically published four times per year. Comments, questions, and suggested subjects from members are sincerely welcomed.*

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