

Future of Insurance Workforce
ICMIF HR Forum

In a world of AI,
what is the future

of insurance
roles and skills?



The better the prompt. The better the answer. The better the world works.



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Agenda | Future of Insurance Workforce

- > Global Industry Outlook and the Role of AI in Insurance
- > Future of Insurance Roles and Skills Impacts
- > Talent Strategies for Evolving Roles and Skills





Global Industry Outlook and the Role of AI in Insurance



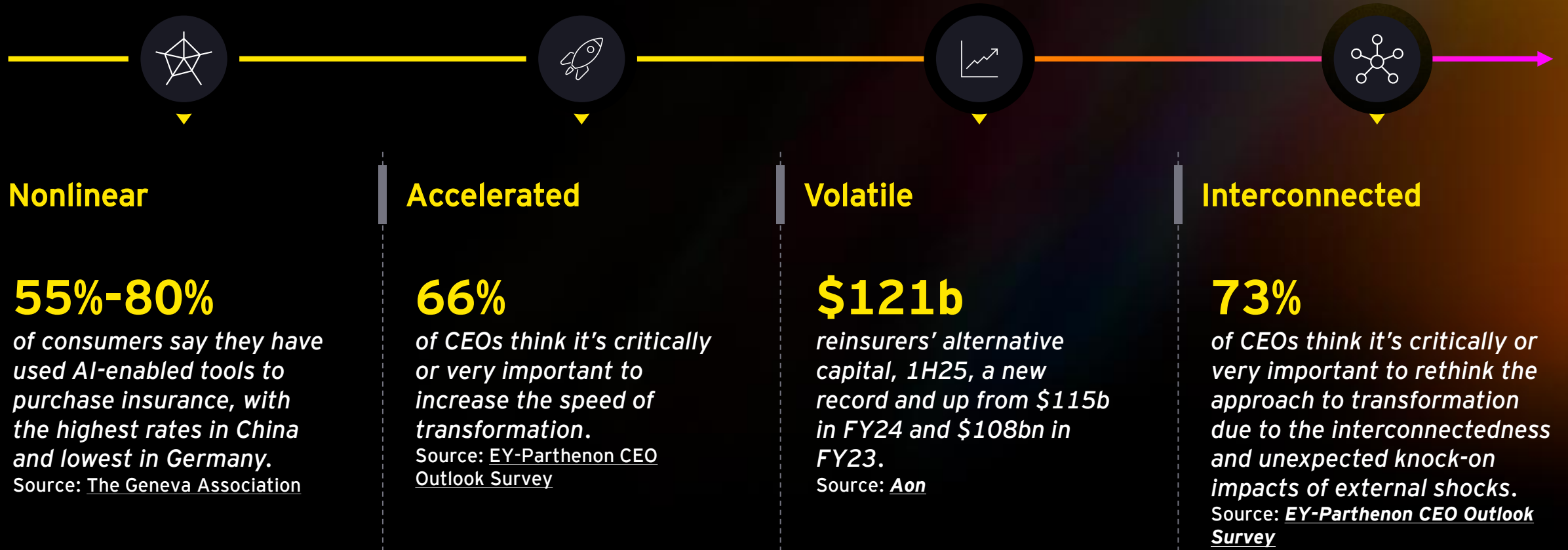
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The rules of insurance are being rewritten in a fast-changing operating environment

The insurance industry is entering a NAVI world: **nonlinear, accelerated, volatile, interconnected.**



To be successful, insurers will need both Generative and Agentic AI capabilities



In addition to Generative AI, why should organization also focus on Agentic AI...



It transforms entire workflows and value chains, **reshaping cost structures and customer experiences**



It enables end-to-end **ownership of complex tasks**, allowing **greenfield redesign** of workflows and cost models.



Humans shift towards oversight, exception handling, and strategic decision-making alongside autonomous AI systems

Insurers are heavily investing in GenAI, yet most remain early-stage. That will change

80%

of the insurance firms are in early stages or in the middle of integrating agentic AI into their existing workflows¹

75%

of the Personal P&C insurers are expected to allocate more than 10% of their technology budget for the GenAI team over the next 2 years¹

11%-15%

Expected realized cost savings for insurers due to GenAI over the next 2 years¹

11%

of P&C insurers reported having an AI strategy that is fully integrated across all business units with clear alignment to business goals²

53%

of Commercial P&C insurers expect an uplift in revenue of 11%-15% from the implementation of AI over the next 2 years (Personal P&C insurers: 47%)¹

Insurers need to think about multiple capability areas to deliver enterprise AI transformation and readiness



Enterprise AI Transformation Framework



1. Organizational Governance



2. AI Compliance & Risk Management



3. Talent & Workforce Transformation



4. AI Adoption



5. Platform Architecture & Tech Strategy



9. Program Management



6. Strategy & Business Case Development



7. Process Optimization & Target State



8. POC Delivery, AI & Data Engineering



When you think about AI in your organization today, which best reflects reality?

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Multiple Choice Poll 11 votes 11 participants

We are in early stages of exploration - 3 votes



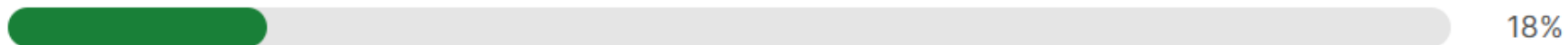
We have GenAI proof of concepts underway - 5 votes



We have demonstrated value realization from GenAI - 1 vote



GenAI is widely adopted across the enterprise - 2 votes



We have mature GenAI and are now focusing on Agentic deployment - 0 votes





How significant do you expect role and skills changes to be in your organization over the next 3-5 years?

Share ▾

Multiple Choice Poll 8 votes 8 participants

Little to no role or skill changes - 0 votes



Some role or skill changes in specific functions - 0 votes



Moderate role or skill changes expected across most/all functions - 6 votes



Extensive role and skill changes - 2 votes





Future of Insurance Roles and Skills Impacts

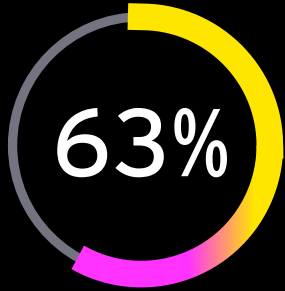


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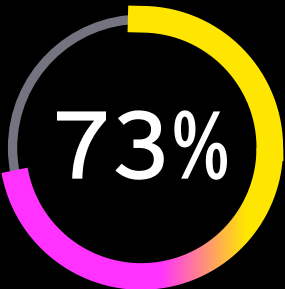


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With skills as the new currency for growth, organizations must prioritize technology, cognitive and human skills



63% of employers consider skill gaps to be the **biggest barrier to business transformation.**



73% of employers aim to **prioritize workforce upskilling by 2030**, as a response to ongoing disruptions.

Technology	Cognitive
Human	Management

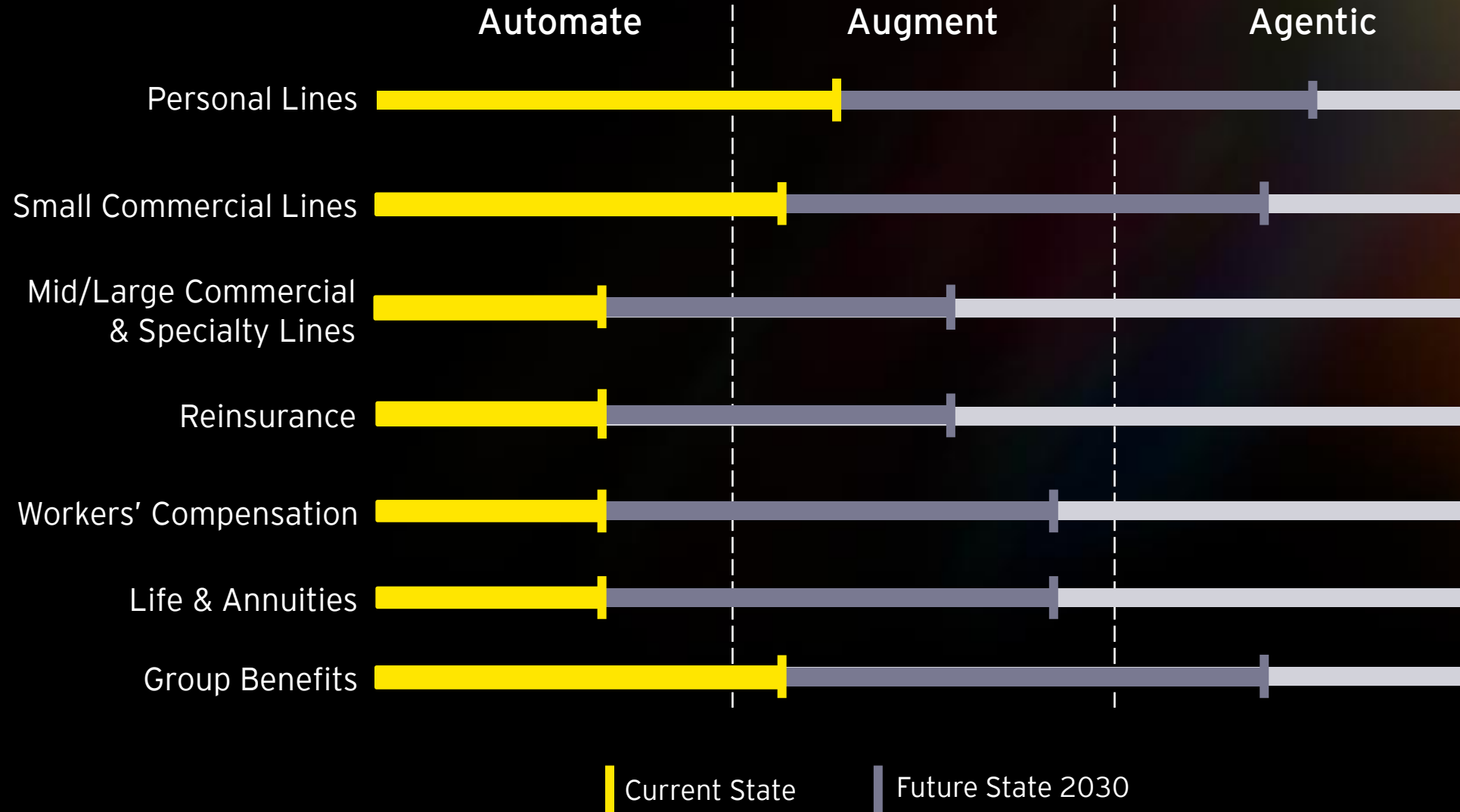
Core skills in 2025

- 1 Analytical thinking
- 2 Resilience, flexibility and agility
- 3 Leadership and social influence
- 4 Creative thinking
- 5 Motivation and self-awareness
- 6 Technological literacy
- 7 Empathy and active listening
- 8 Curiosity and lifelong learning
- 9 Talent management
- 10 Customer care

Skills on the rise by 2030

- AI and big data
- Networks and cybersecurity
- Technological literacy
- Creative thinking
- Resilience, flexibility and agility
- Curiosity and lifelong learning
- Leadership and social influence
- Talent management
- Analytical thinking
- Environmental stewardship

The maturity divide: AI Progress and Predictions by Line



A new AI era is emerging, with companies creating virtual workforces and rethinking enterprise operations

Evolving from “The Doer” to “The Conductor” demands more than AI tools - It requires re-engineering operating model to shape roles, skills and performance management to realize the full potential in this transformation journey while managing change effectively



Underwriter as “The Doer”

The underwriter is the sole executor, performing all tasks without AI from start to finish.

1x Underwriter Productivity Gain

Where we are now

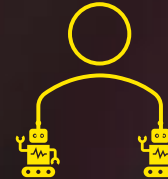


Underwriter as “The User”

The underwriter is a user of AI tools. They use assistants like M365 Copilot to accelerate discrete, individual sub-tasks within their existing workflow. The nature of their work remains largely unchanged.

1.1x Underwriter Productivity Gain

Achievable today

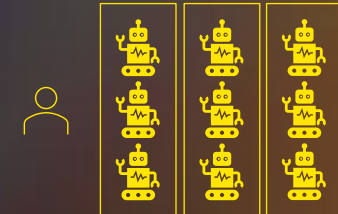


Underwriter as “The Manager”

The underwriter becomes a manager of an AI agent. They delegate entire multi-step tasks to an agent and their role shifts from “doing” to “directing, reviewing, and approving” the end-to-end output.

2x Underwriter Productivity Gain

Ambition



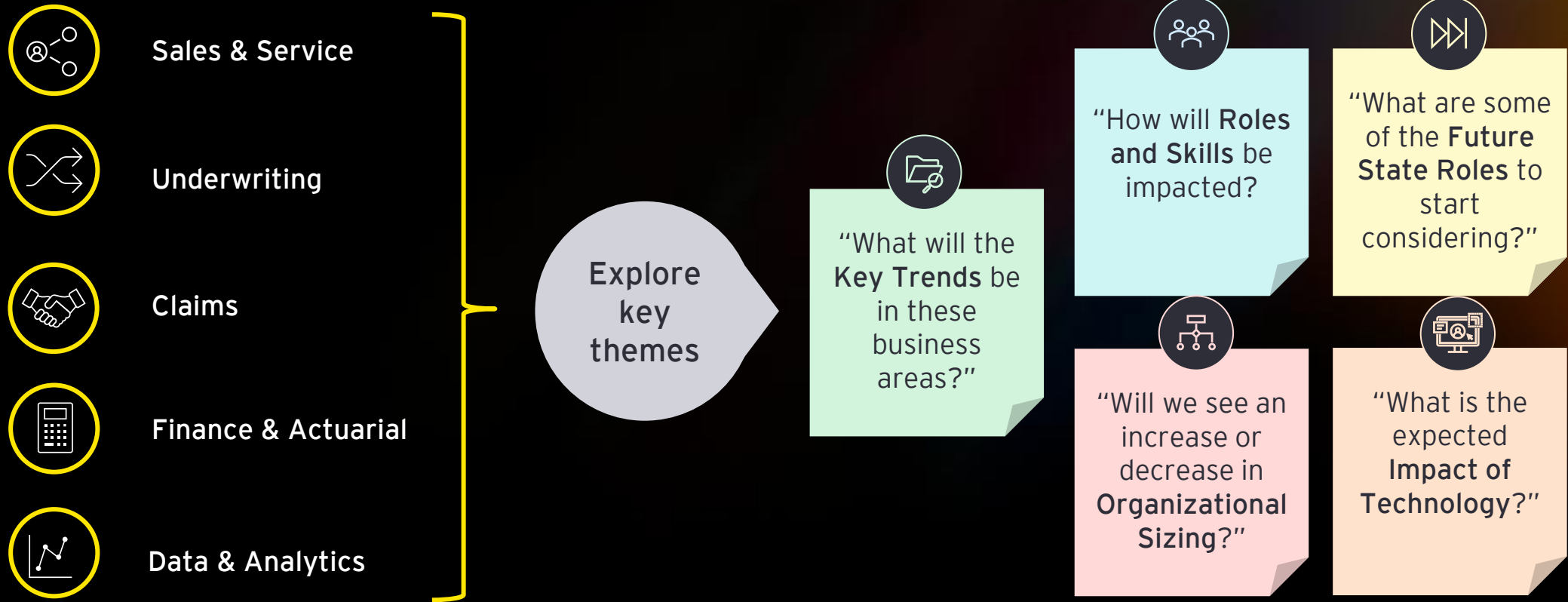
Underwriter as “The Conductor”

The underwriter becomes a conductor of a virtual workforce. They are a strategic overseer, managing a team of autonomous agents that run an entire business function.

20X Underwriter Productivity Gain

Overview of Hypothesis Future Roles and Skills Impacts

We believe that all insurance functions will experience some degree of change, and over the following slides will explore key questions for major functions/ roles



Role outlook and talent strategies needed to consider roles and skills changes





Where do you expect AI to have the biggest role and skill impacts in your organization?

Share ▾

Multiple Choice Poll 9 votes 9 participants

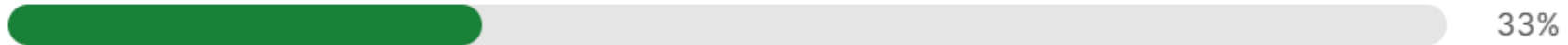
Distribution - 0 votes



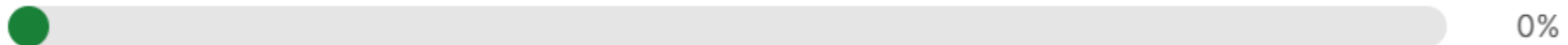
Pricing and underwriting - 3 votes



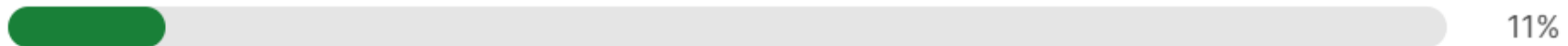
Claims - 3 votes



Finance and actuarial - 0 votes



Technology - 1 vote



All functions - 2 votes





Talent Strategies for Evolving Roles and Skills

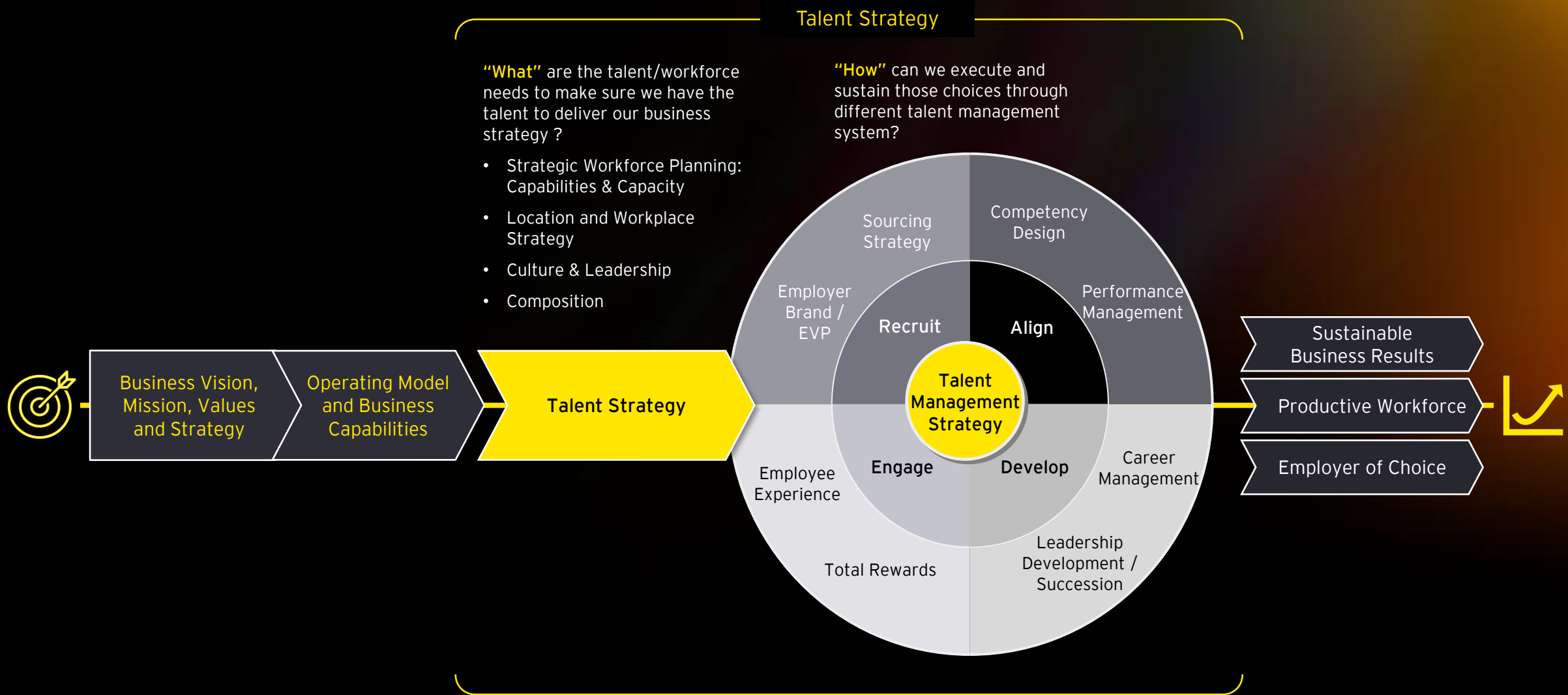


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What is talent strategy?



AI adoption is surging, but successful outcomes depend upon human foundations that just 28% of organizations are on the path to mastery



The prize:

Talent + AI Advantage drive employer business outcomes.

Organizations with more strategic people and tech capabilities are more likely to agree that:

17x 13x

achieve outperformance in current economic conditions.

8x 12x

see productivity improvements in the past two years.

21x 12x

more employees agree culture is significantly better than 12 months ago.

Financial Services values shown in yellow

Why Companies haven't acted (until now)



Strong recent financial performance masked urgency



AI framed as technology issue, not workforce redesign



Cultural risk aversion



Lack of workforce data maturity



Fear of employee backlash and brand risk



No previous experience of AI

Risk of not acting now

- Inability to scale AI due to brittle workforce
- Loss of scarce AI- and data-literate talent
- Structural cost disadvantage vs. tech-forward competitors
- Regulatory and trust failures from poorly governed AI
- Boards questioning management readiness within 18-24 months



Insurance leaders who wait for “organizational readiness” will forfeit talent, productivity, and strategic optionality within 24 months.

The Insurance Business & Workforce in the future | A more augmented, skills-led and insights driven insurance enterprise

	Today / "Before"	2030 / "After"
The Business Model	<ul style="list-style-type: none"> • Competes primarily on price, coverage, and capacity • Decisions informed by historical data and manual analysis • Fragmented ownership across underwriting, claims, finance 	<ul style="list-style-type: none"> ➤ Competes on insight, speed, and experience ➤ Decisions driven by AI-enabled, forward-looking risk and portfolio insights ➤ End-to-end accountability aligned to customer and portfolio outcomes
The Workforce	<ul style="list-style-type: none"> • Workforce organized around static roles and job descriptions • Significant time spent on low-value manual tasks • Limited talent mobility across functions 	<ul style="list-style-type: none"> ➤ Workforce organized around skills and capabilities ➤ More time spent on judgment, analysis, and customer engagement ➤ Greater internal talent flow and career mobility
Talent Model	<ul style="list-style-type: none"> • Learning episodic, classroom-based, and role-specific • Skills gaps addressed reactively • Talent strategy disconnected from business strategy 	<ul style="list-style-type: none"> ➤ Continuous, in-the-moment learning embedded in work ➤ Skills built proactively through strategic workforce planning ➤ Talent strategy directly enables business outcomes

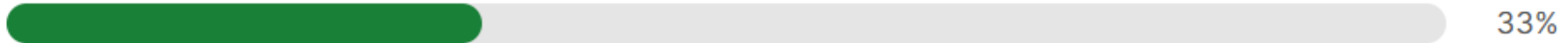


Looking ahead, where do you believe your organization's biggest workforce bet will need to be made?

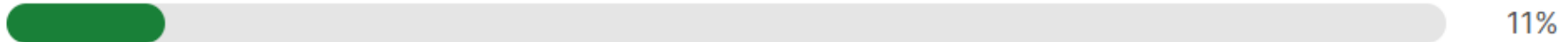
Share  

Multiple Choice Poll  9 votes  9 participants

Strategic workforce planning - 3 votes



Talent acquisition for scarce skills - 1 vote



Culture and leadership - 2 votes



Re-shaping role and skills with AI embedded - 2 votes



Investment in general AI skill development - 1 vote



Breakout!

1. How have you implemented AI in your work and how has it changed your role so far?
2. What does an effective partnership between humans and AI look like?
3. What skills do you think will become more valuable in insurance as AI takes over routine tasks?

Continuing the conversation



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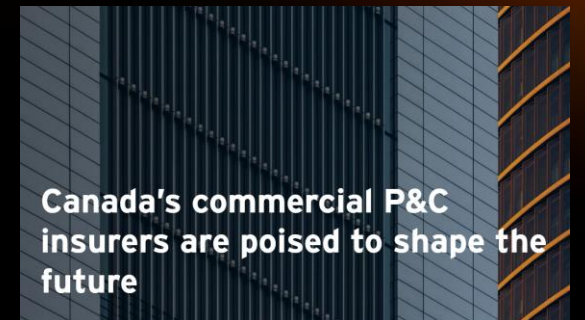
**AI is forcing a workforce rethink:
is insurance ready to adapt?**



**Rethinking insurance distribution
in Canada: why incremental
change is no longer enough**



**Canadian Insurance Outlook
2026: navigating uncertainty,
unlocking opportunity**



**Canada's commercial P&C
insurers are poised to shape the
future**



Appendix

Role Specific Hypothesis Trends



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Underwriting Trends



Primary underwriting roles are trending stable, while support roles are expected to decrease



There will be an automation of manual tasks, allowing underwriters to focus on value added tasks



Data skills will become a priority from an upskilling perspective



Key Trends

Underwriters will continue to be presented with more tools (e.g. new Policy Admin systems, Underwriting Workbenches) to remove simple tasks in the underwriting value chain

- Shift to a more **portfolio analysis**, refocusing skills to manage a book of business instead of focusing on individual risks

Roles and Skills Impact

- Automation of manual tasks - focus on enhancing customer service
- Assessment of data utilization and underwriters' data skills to make informed decisions
- Product management to gain tools to adapt to market changes and customer preferences real-time

Org Sizing Trends

- **Operational support** roles to decrease as AI handles tasks like submission intake and clearance
- Volume of **primary roles** to remain stable - focus on better customer service and underwriting results
- Growth of teams for **specialized niches** e.g. cyber insurance

Future Role

- **Embedded Insurance Specialist:** Developing and manage embedded insurance products that enhance customer experiences in non-traditional settings

Tech Trends

- AI to **transform** the underwriting function by taking over manual tasks
- AI to act as an underwriting copilot
- AI-enabled **Underwriting Workbenches** to support integrated view of customer and portfolio with opportunities and coverage gaps

Sales & Service Trends



Varied picture of sales approaches by geography, with broad decrease across Sales & Service over time



There will be closer integration with Sales and Marketing roles as sales become more complex



Gen AI and Human skills will become a priority from an upskilling perspective



Key Trends

- Increased **commoditization and digitization** in personal lines, as well as small business offerings
- Battle for customer ownership
- Potential new entrants, including embedded insurance at point of sale
- Address **evolving regulations** by understanding compliance frameworks

Roles and Skills Impact

- Trend: **Chief Experience Officer** accountable for all Sales and Service channels, with integration between Sales/Marketing/Digital
- Upskilling in **customer-centric human skills** and skills for handling **large data sets**

Org Sizing Trends

- War for **front office talent** - talent supply to meet demand
- Likely reductions** in contact centre service-oriented roles over time with increased digital self-serve and AI
- Buy, borrow, build, reskill** challenges to meet these talent needs
- Broker XP** - engage and keep connected

Future Role

- Omni-Channel Distribution Specialist:** Manage and optimize various distribution channels (e.g., online, mobile, agents) to ensure a seamless customer experience across all touchpoints

Tech Trends

- More **augmented work** - Embedded chatbots and AI assistants
- Use of **technology to predict and forecast** where human effort needs to be leveraged

Claims Trends



Claims roles are currently stable while there is a fight for talent, but downward trend in low complexity roles



Moderate skills impacts expected, with technology enabling better experience and loss outcomes



Opportunity for more thoughtful workforce planning models to be developed



Key Trends

- **Polarization of skills:** customer-centric front line vs. technical back office
- **Middle office** may become more human/tech hybrid
- Workforce planning skills: effective **claims productivity model lacking**
- More front-line Insurance Analysts to own **claims analysis work** over IT



Roles and Skills Impact

- Evolution in the AI/automation space - **no major revolution in roles**
- Loss Prevention: **Preventative monitoring** (Often an internal role connected to UW) could be sold as a value-added service
- **Levels of maturity increase is leading to some offshoring of claims**



Org Sizing Trends

- **Growth in business but not in headcount** - maintain current team but war for talent
- Back office - need for **no/low code work / guidewire processing** for claims
- Loss Prevention: **additional resources potentially** - e.g. promoting IOT monitoring and loss solutions



Future Role

- **Claims Concierge:** Combination of human and digital experience and claims ownership from a customer experience perspective to delight the customer through the claims journey



Tech Trends

- **Indemnity control** - knowledge management, better decision making, coverage analysis, reducing claims leakage
- **Third party management** - significant focus on vendor optimization enabled by technology



Roles have been stable, with increasing regulatory demands offset by improved technology



Focus on efficiencies through outsourcing and specialized teams



Data management skills will become a priority from an upskilling perspective



Key Trends

- Ongoing focus around **Data, Processes and Systems**
- Requirement for improved **data manipulation, process automation and visualization skills** will keep increasing together along with the demand for **AI skills**

Roles and Skills Impact

- **Specialty Finance Operations** team may drive efficiency improvements
- Important role in **data management** given the volumes of data
- Steady rise in **near-shore / off-shore** or **Managed Service** arrangements in both Finance and Actuarial

Org Sizing Trends

- Increasing regulatory demands (e.g. sustainability, IFRS 17) have recently increased need in many geographies
- Improved processes could see **reductions and cost savings...** though limited evidence of that to date

Future Role

- **Financial Results Steward:** With convergence of Finance, Actuarial, IT and Data, there is a need for an owner(s) that can truly understand the process and financial results end-to-end across actuarial, accounting and data processes

Tech Trends

- AI and broader process improvement shown to increase **productivity of teams** - room for growth
- Goal to **free up time for analysis** rather than process crunching
- In Finance - improved **data warehousing** and **speed** of access to greater volumes of data providing new **real time analysis and insights**

Data & Analytics Trends



Data and AI roles are trending stable with resources pivoting to improving data and leveraging AI



Focus on AI skills and building workforce comfort around AI in the workplace



Responsible AI use and ability to review AI outputs through a human lens becoming critical



Key Trends

- Enable humans to leverage AI as a thought partner
- Infrastructure to be modernized to enable leveraging of AI/Emerging Tech
- Framework creation to combat platform adoption challenges

Roles and Skills Impact



- Changes to the ways of working as new AI tools are embedded
- Workforce to develop AI oriented skills as an advantage - prompt engineering training and comfort
- Key skill: reviewing AI work products

Org Sizing Trends



- Volume of roles to stay stable or increase slightly with increasing regulatory demands (e.g. sustainability)
- Improved processes could see reductions and cost savings - limited evidence of that to date

Future Role



- **AI Ethics Officer:** Ensures AI platforms are used responsibly and ethically, addressing concerns to bias, fairness and transparency

Tech Trends



- Skills beyond the technical application of the tool - security, reg compliance, ethics, data protection
- Responsible use training and ensuring learning pathways kept up to date
- Integrations and data harmonization to be considered as a key dependency

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