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## Insurance Labor Market Study

August 22, 2018

# About Ward Group

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Ward Group, a business unit of Aon plc, is an advisory consulting and analytical firm specializing in the insurance industry and the leading provider of industry benchmarking and best practices services. We analyze staff levels, compensation, business practices and expenses for all areas of company operations and helps insurers measure results, optimize performance and improve profitability.

Our services include:

- Expense, staffing & performance analysis for all functions
- Compensation and pay practices surveys
- Executive compensation consulting
- Sales and Distribution Effectiveness
- Annual evaluation of the financial performance of industry

For more information about Ward Group solution for insurance companies, please visit [ward.aon.com](http://ward.aon.com).

# About The Jacobson Group

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The Jacobson Group is the leading provider of talent to the insurance industry. For nearly 50 years, Jacobson has been connecting organizations with insurance professionals at all levels across all industry verticals. We provide an array of services:

- Executive search
- Professional recruiting
- Temporary staffing
- Subject matter experts

For more information about Jacobson's talent solutions, please visit [www.jacobsononline.com](http://www.jacobsononline.com).

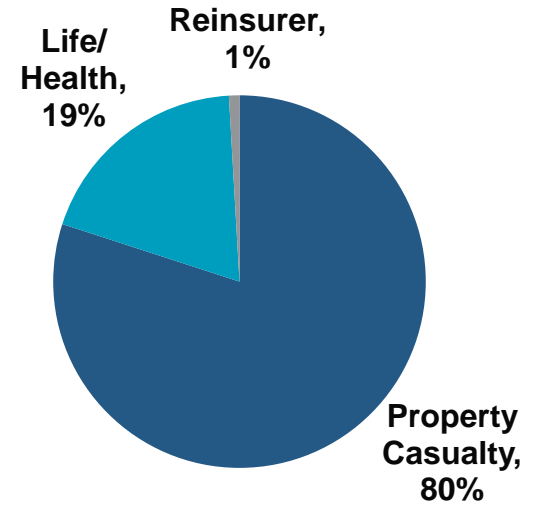
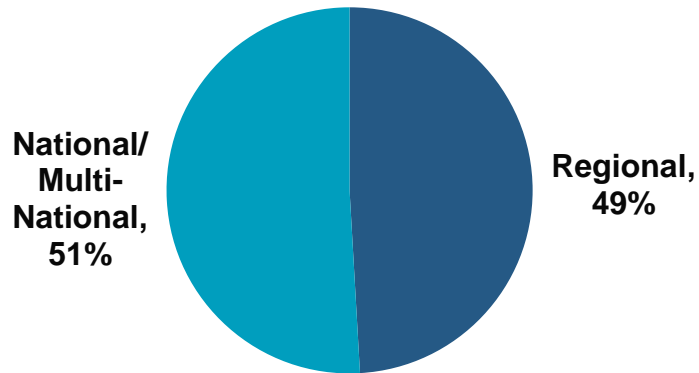
# Study Objectives

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- Analyze current labor trends and future staffing expectations
- Provide an overview of staffing challenges by discipline
- Provide commentary on the industry's labor market

# Participant Profile

## Business Profile

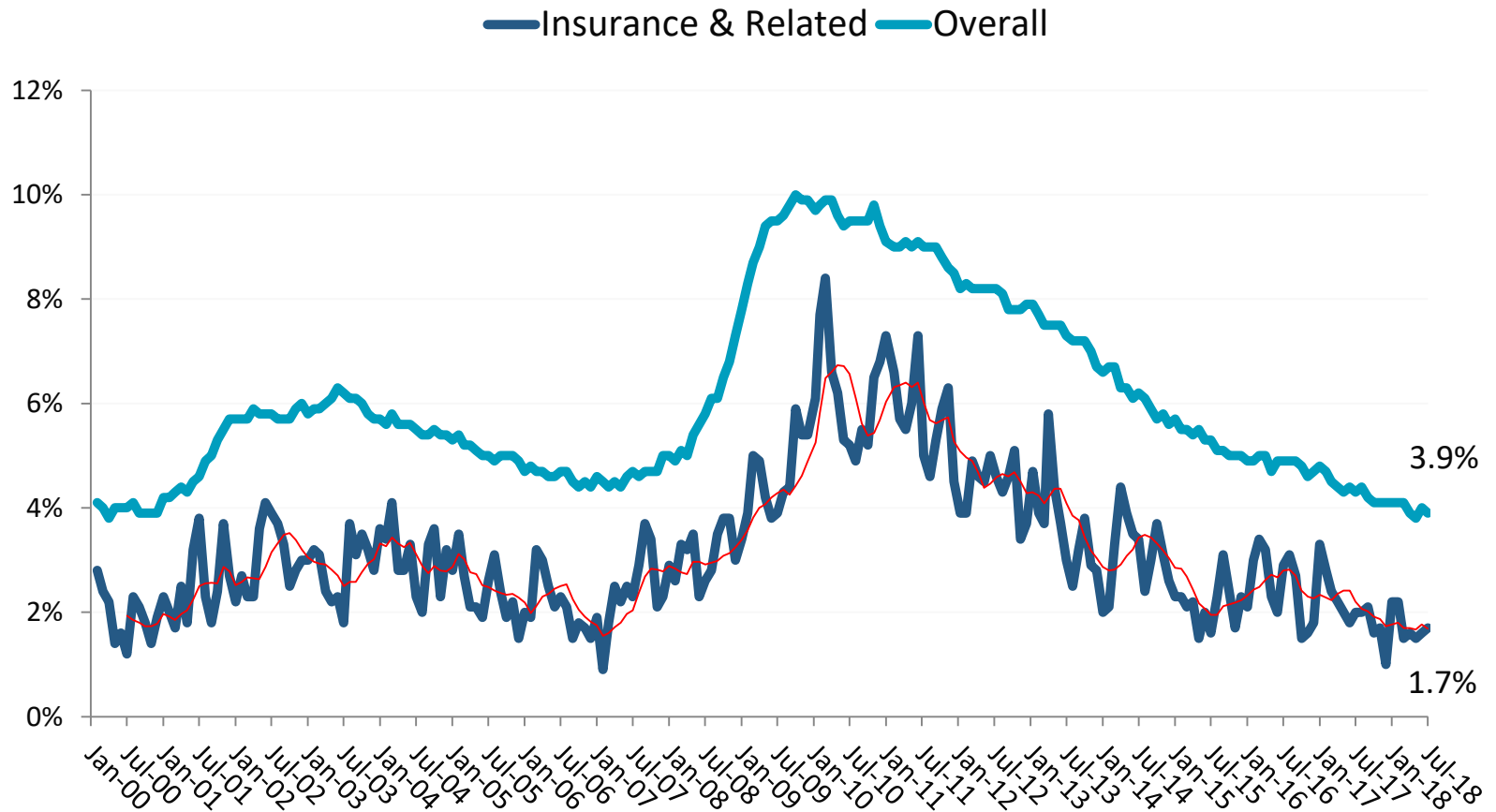


## Company Size



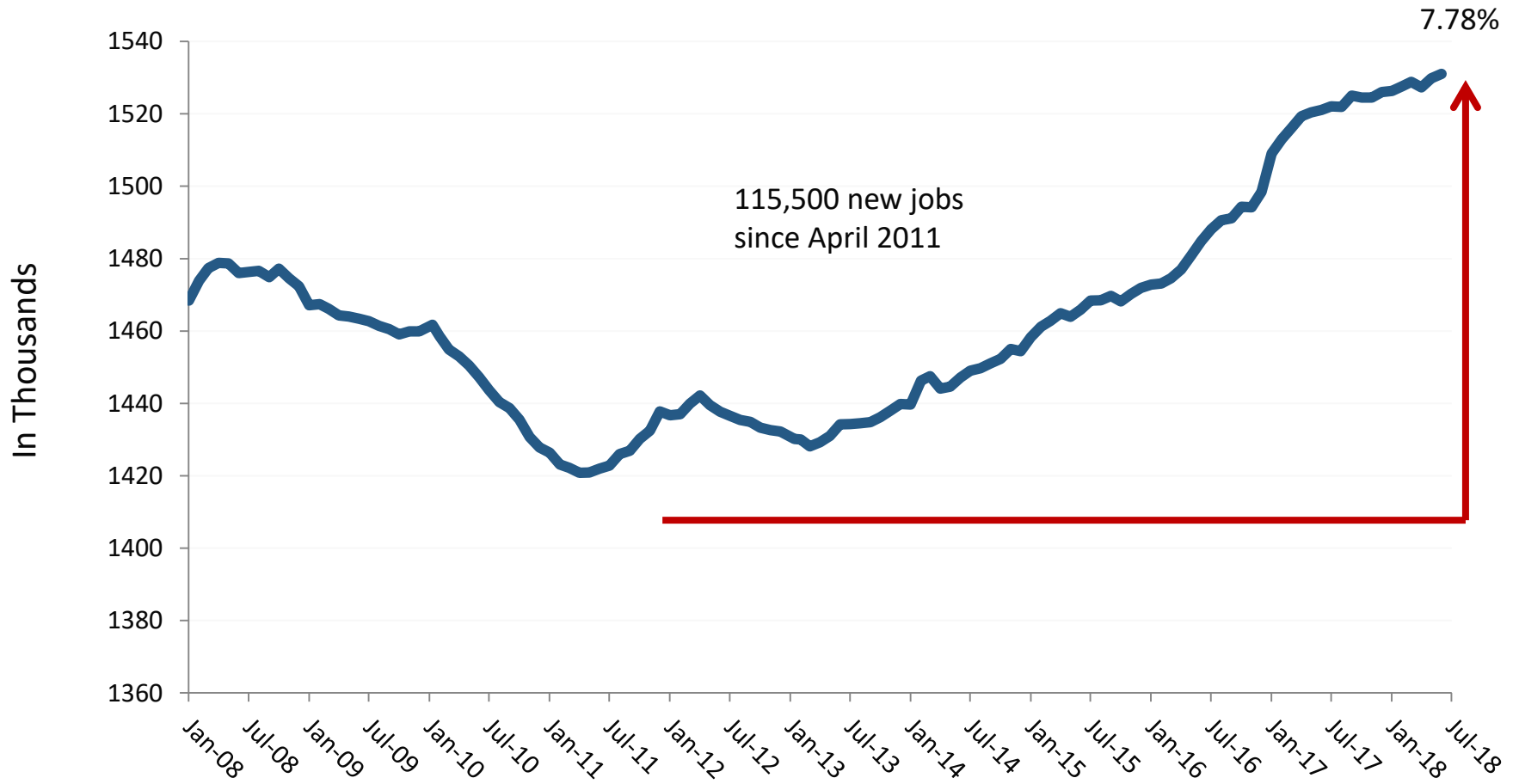
The total average number of employees is 2,907

# Unemployment Rates



Source: U.S. Bureau of Labor Statistics

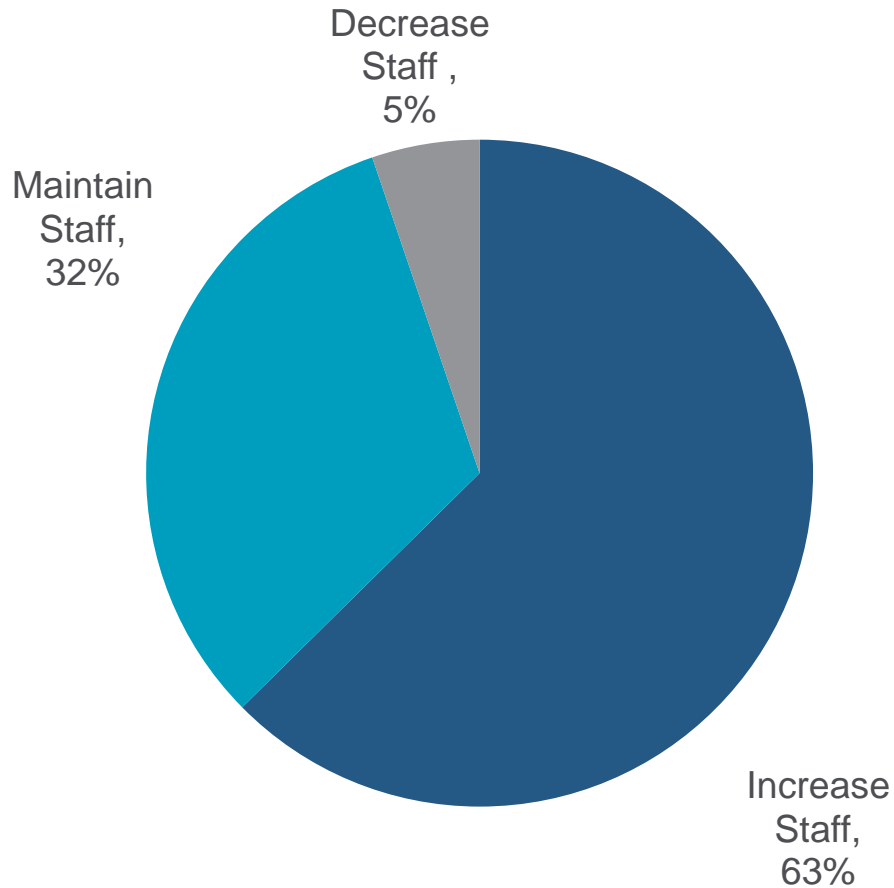
# Insurance Carrier Employment



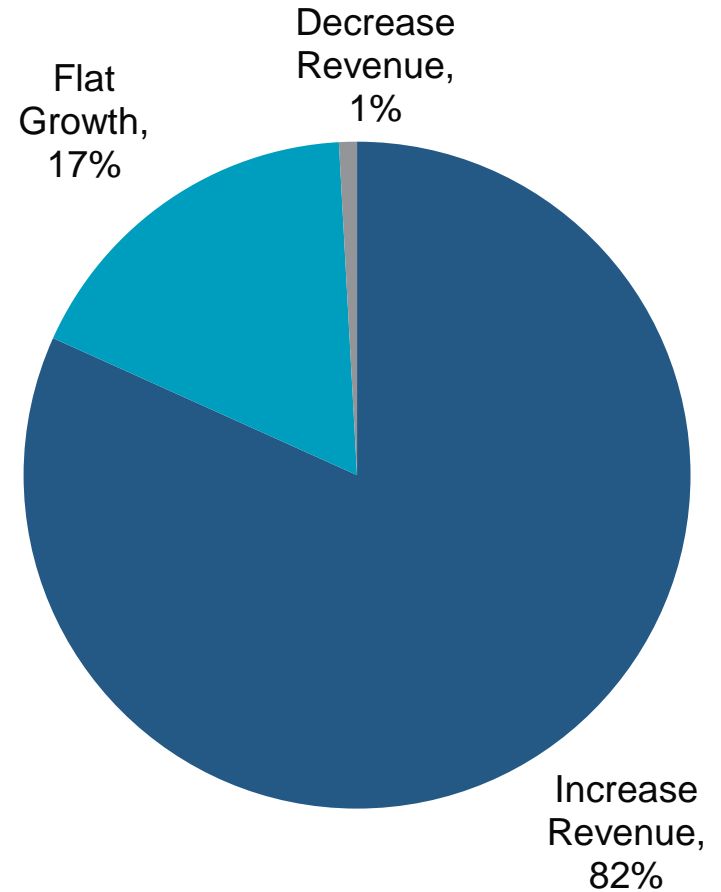
Source: U.S. Bureau of Labor Statistics

# Revenue and Staffing Expectations

## 12-Month Staffing Plan



## 12-Month Revenue Plan

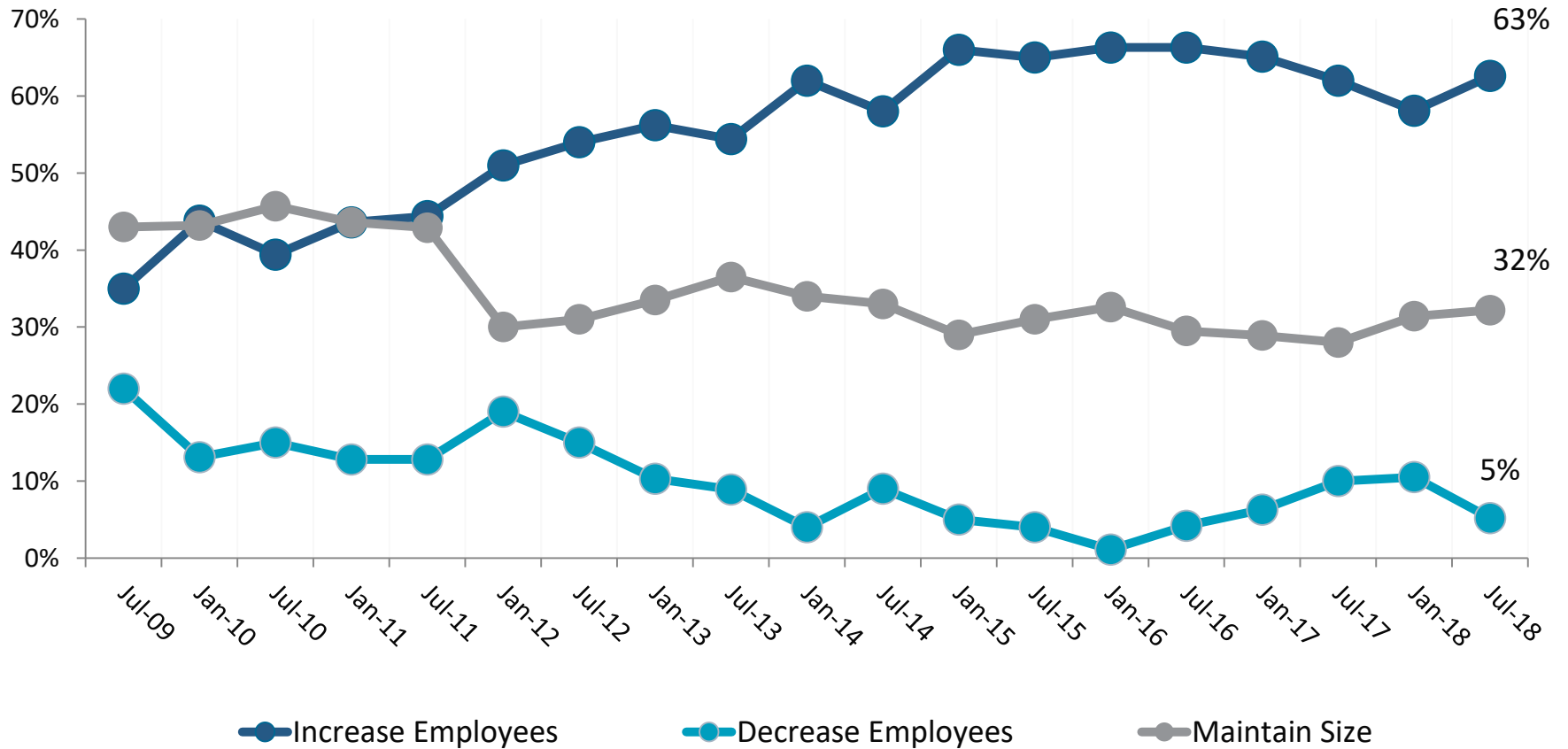




# 12-Month Staffing Plans

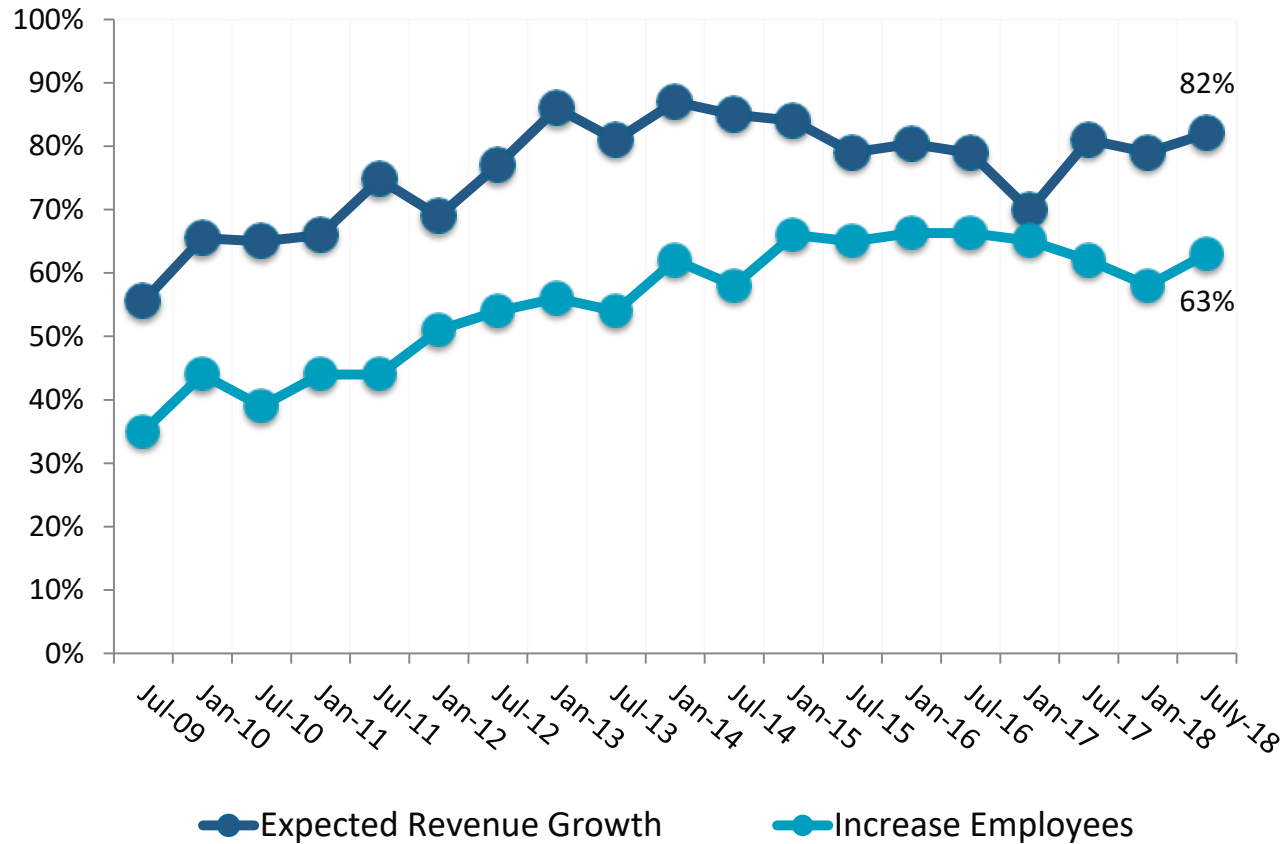
July 2009 – July 2018

Prior Survey Results



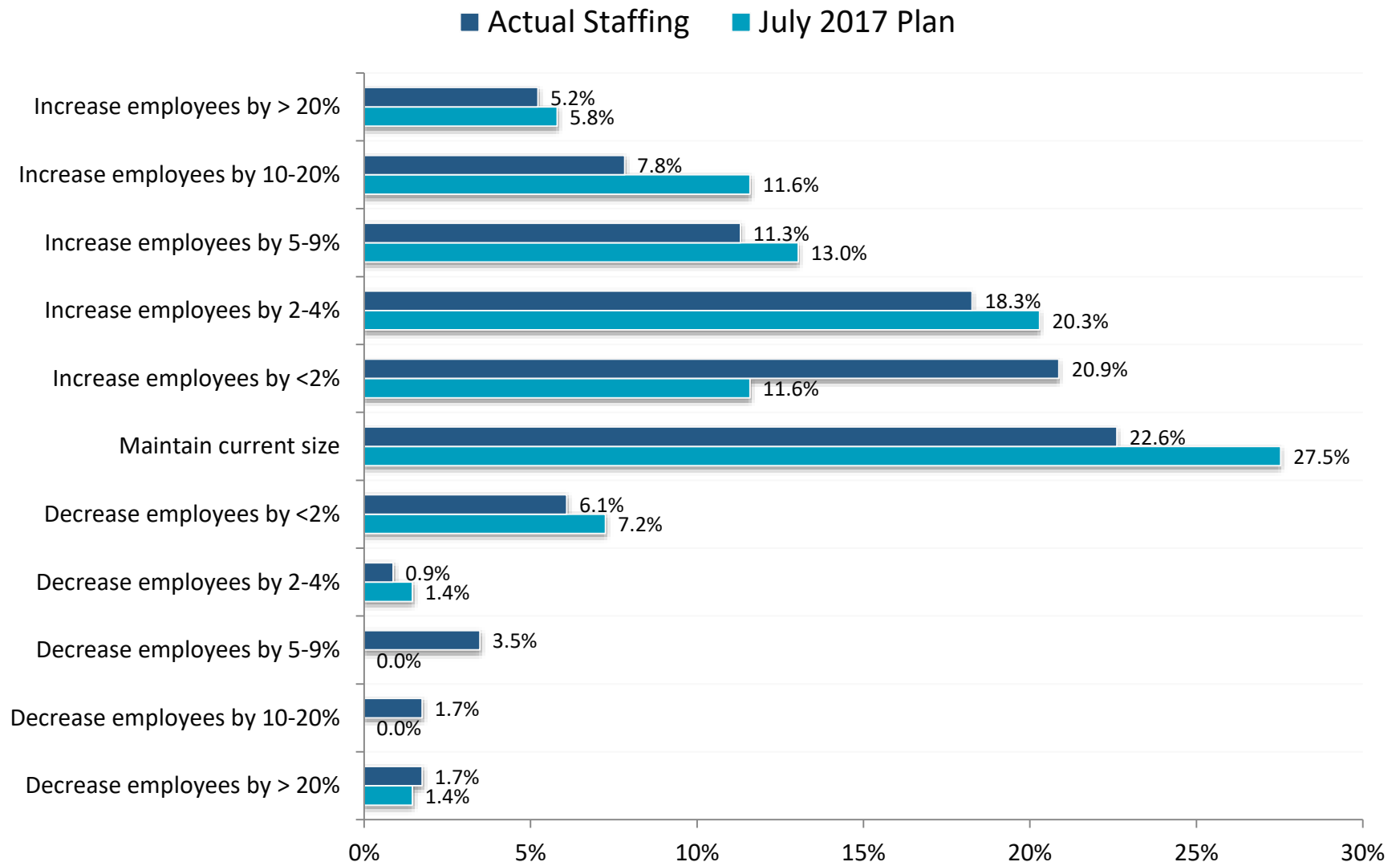
# 12-Month Staffing Plans Increase vs. Expected Revenue Growth

July 2009 – July 2018



- 82% of companies expect an increase in revenue growth, up 3 points from the January survey
- 78% of Life/Health companies expect an increase in revenue
- 17% of companies expect flat revenue growth, up 3 points from January
- Both P&C and Life/Health companies responded that the primary driver for expected revenue changes will be market share, at 51% and 62% respectively

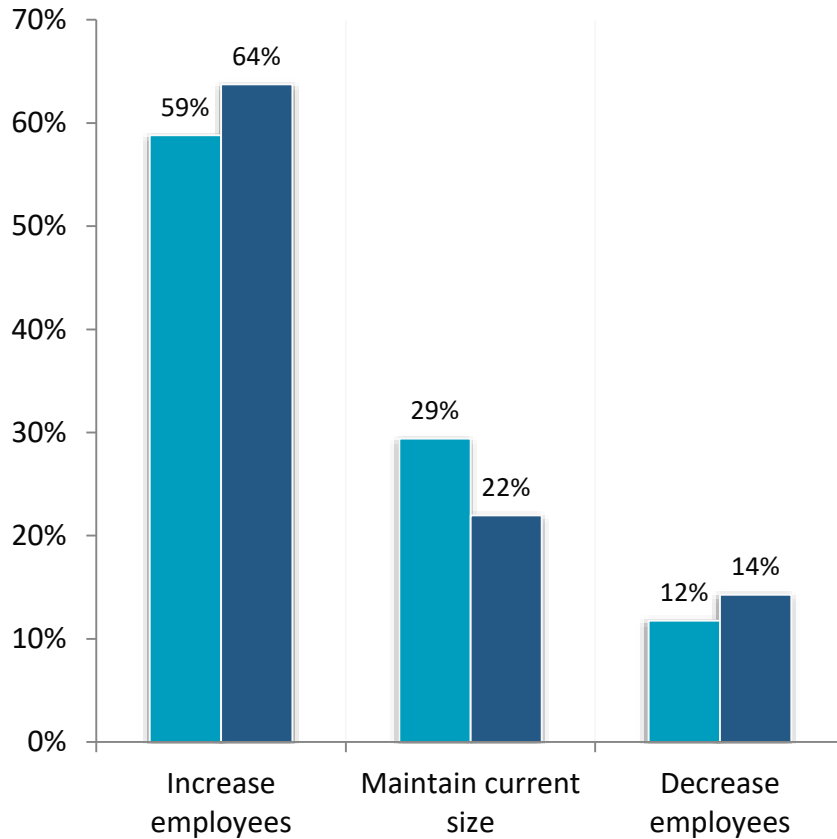
# 12-Month Staffing Plans vs. Actual



# 12-Month Staffing Plans vs. Actual – By Industry

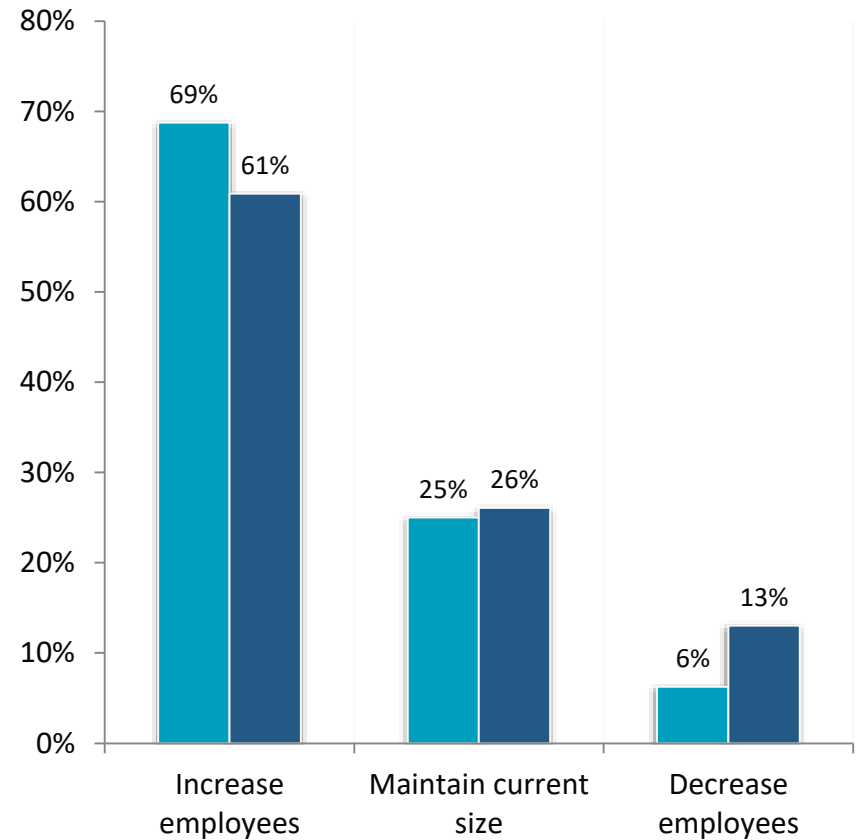
## Property/Casualty

■ July 2017 Plan ■ Actual Staffing

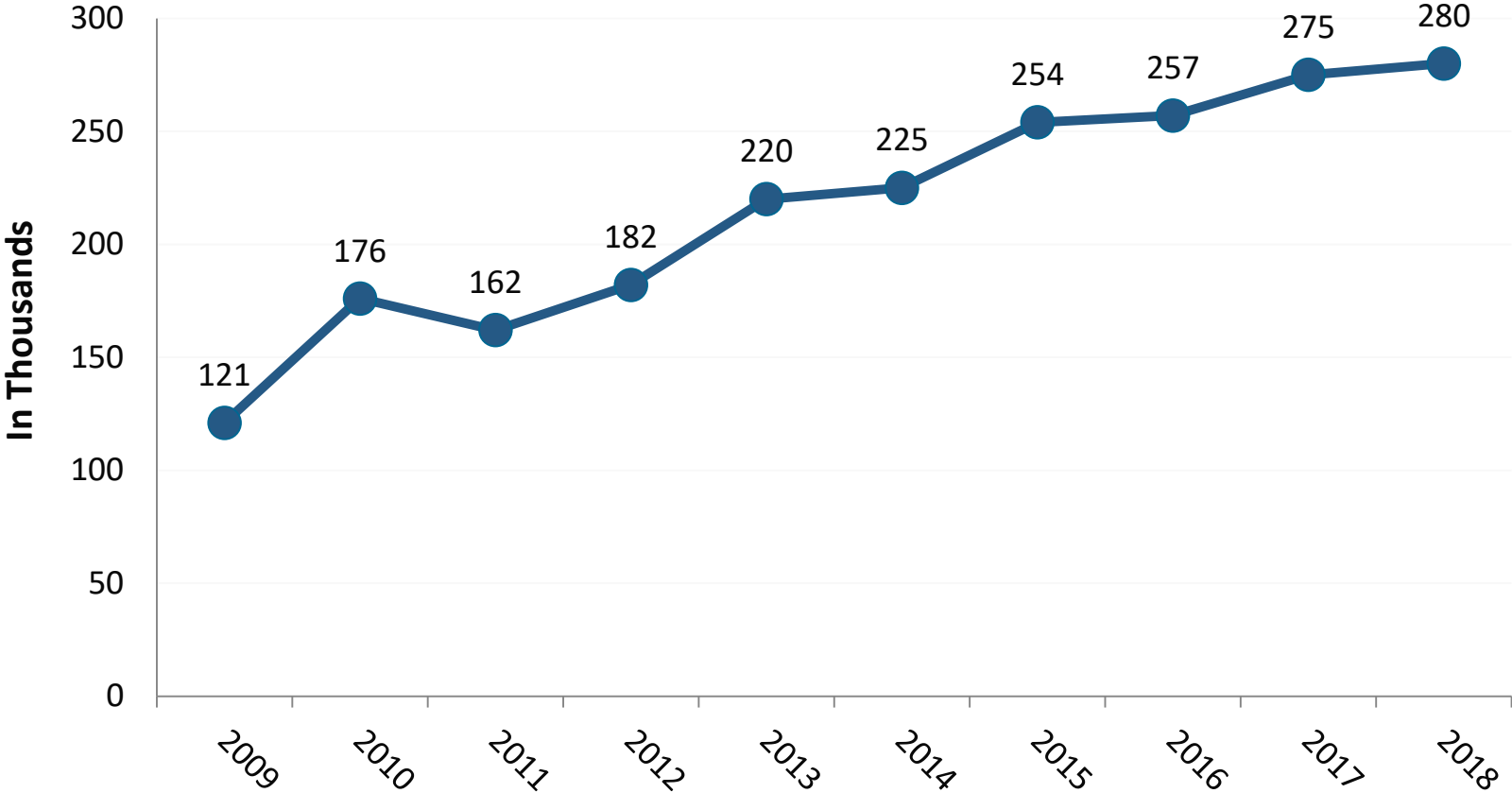


## Life/Health

■ July 2017 Plan ■ Actual Staffing

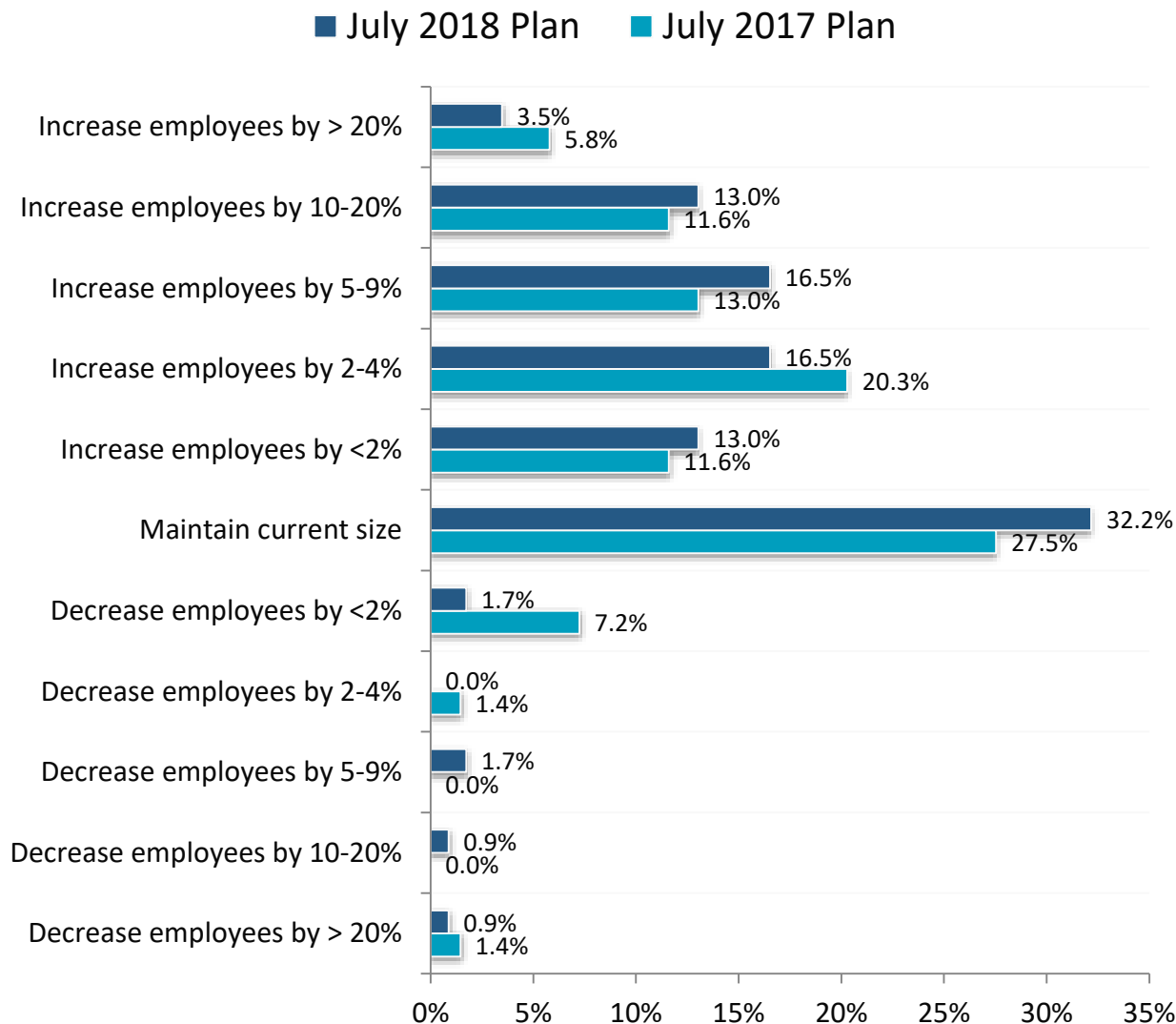


# Job Openings in Finance and Insurance



Source: U.S. Bureau of Labor Statistics

# 12-Month Staffing Plans



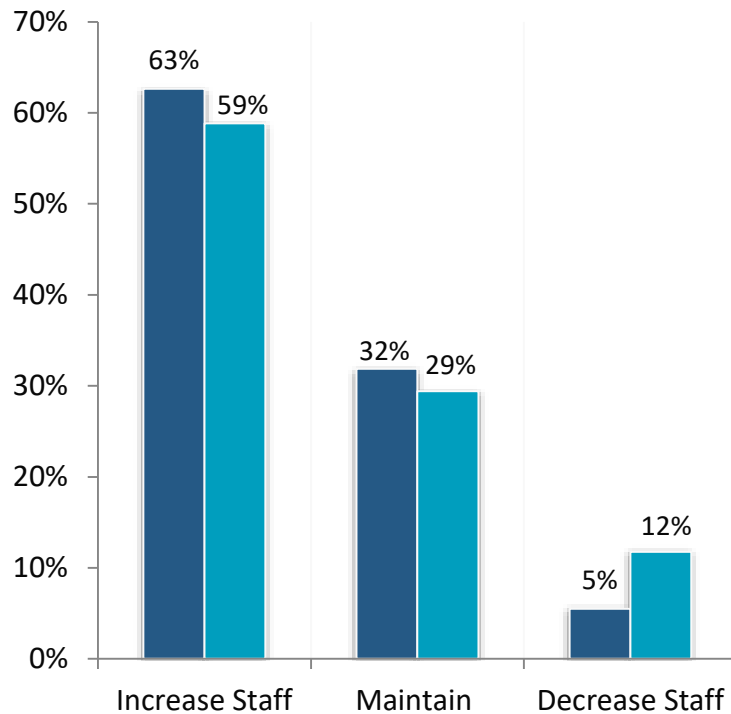
- 72% of personal lines P&C companies are expecting to increase staff during the next 12 months. This is 6 and 18 points higher than commercial and balanced lines P&C companies, respectively
- Of the companies who plan to add staff during the next 12 months, 90% expect an increase in revenue with 58% responding that it will be due to a change in market share
- 68% of companies who plan to maintain staff size during the next 12 months are expecting an increase in revenue growth

# 12-Month Staffing Plans

## Comparison to July 2017 By Industry

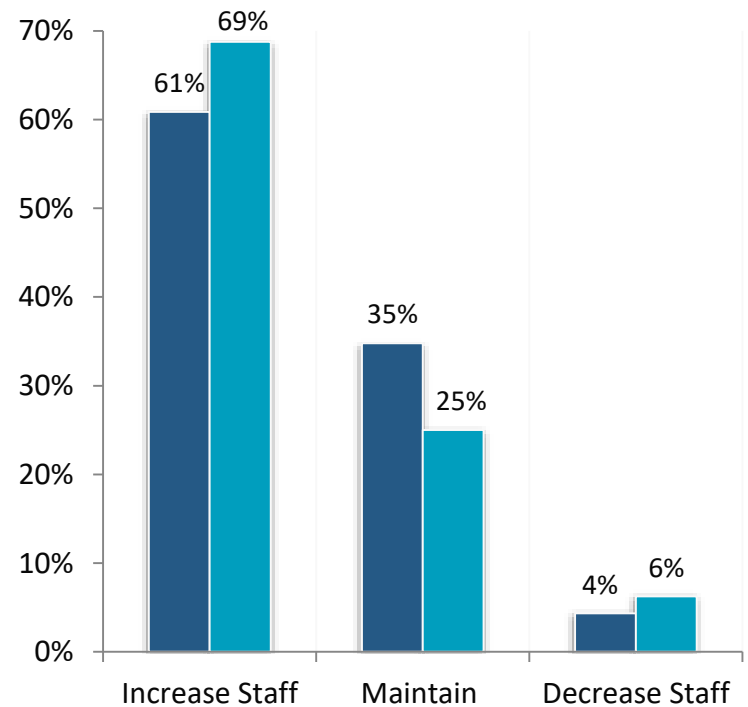
### Property/Casualty

■ July 2018 Plan   ■ July 2017 Plan



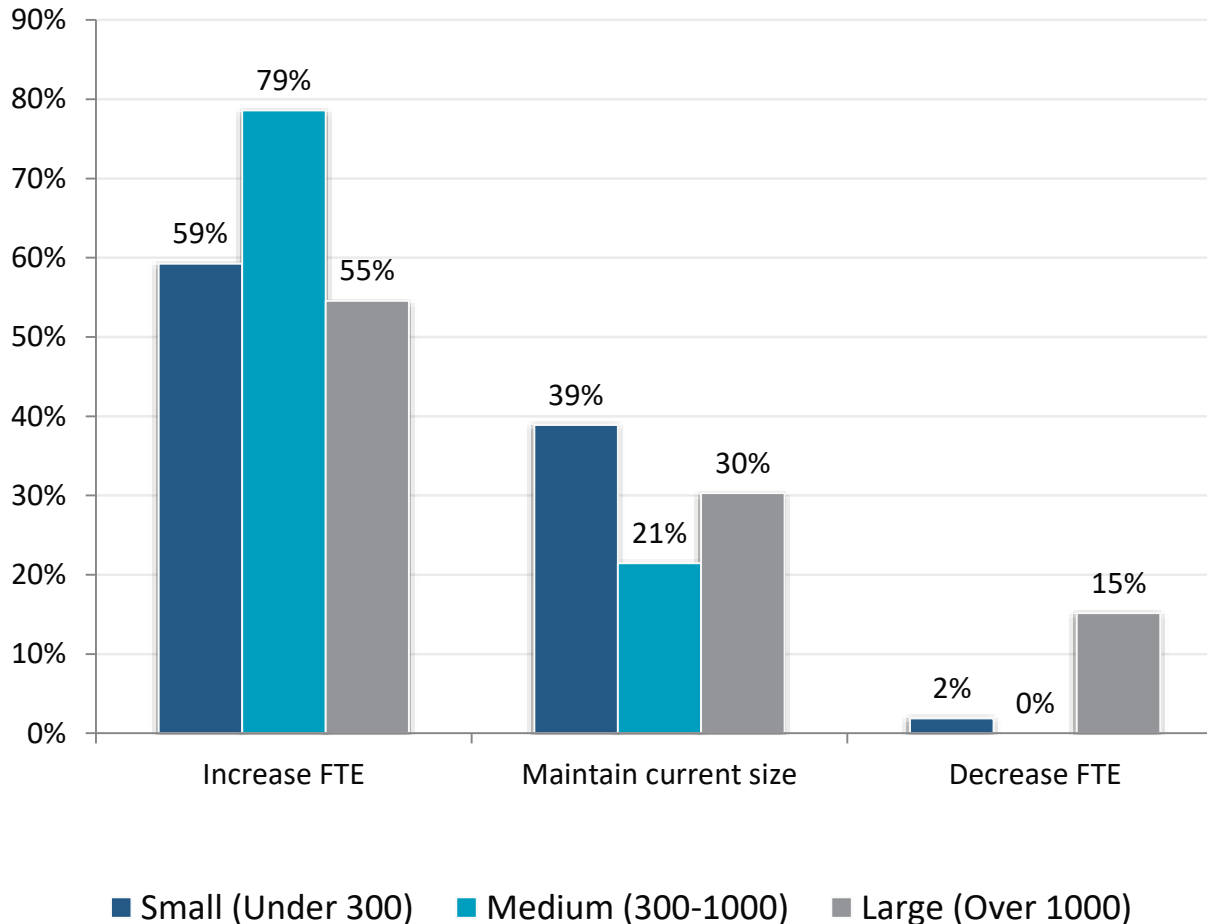
### Life/Health

■ July 2018 Plan   ■ July 2017 Plan



# 12-Month Staffing Plans

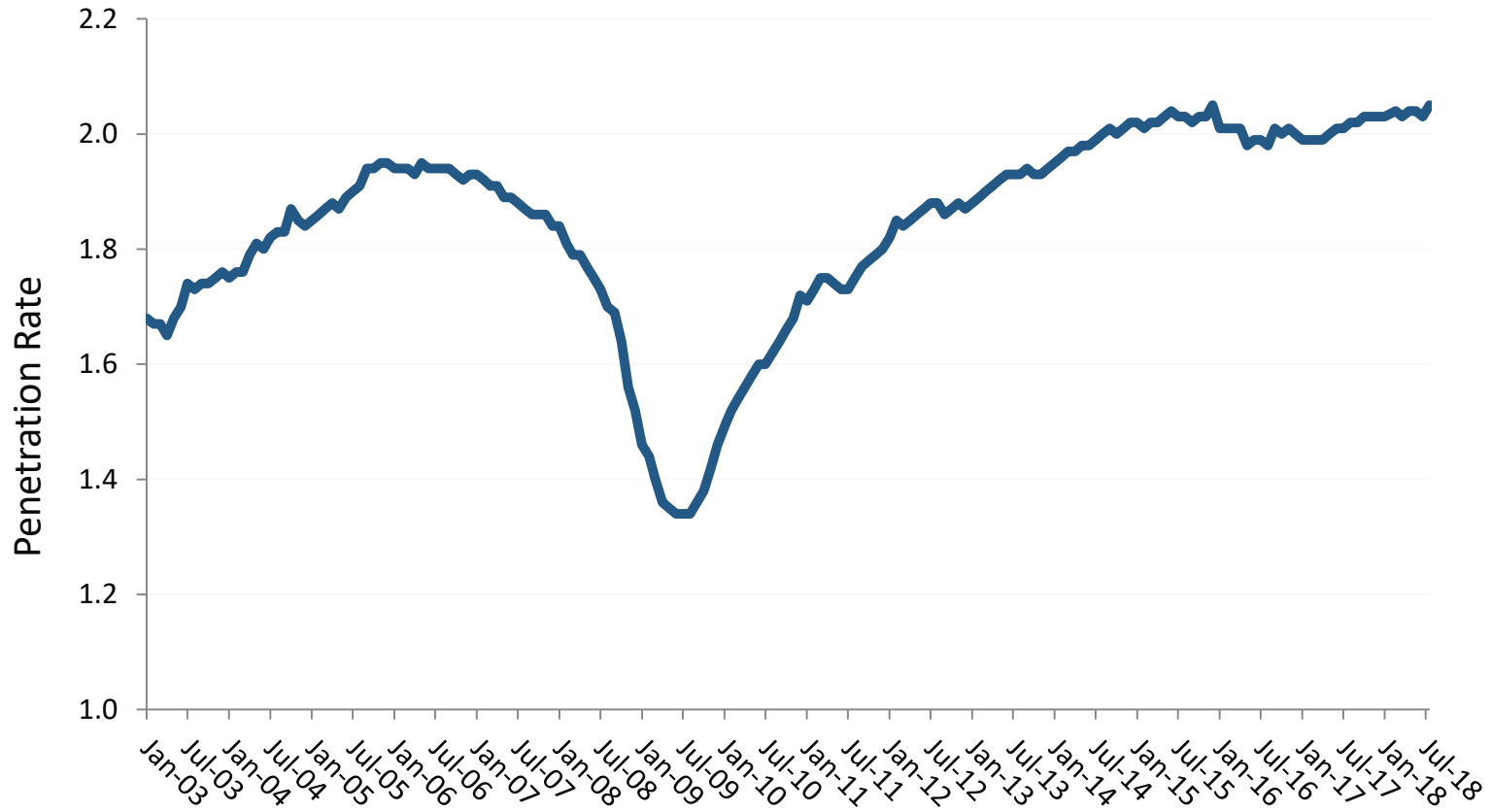
## By Employee Size



- 37% of small companies are expecting growth in revenue/premium greater than 10%. This compares to 29% for medium-sized companies and 24% for large companies
- 65% of large companies responded that revenue growth will be driven by market share compared to 55% of small and 37% of medium-sized companies
- 93% of medium-sized companies expect revenue growth in the next 12 months with all planning to maintain or increase employees
- In January, 76% of small companies were expecting to increase staff while 60% of medium-sized companies and 32% of large companies were expecting the same



# Temporary Employment

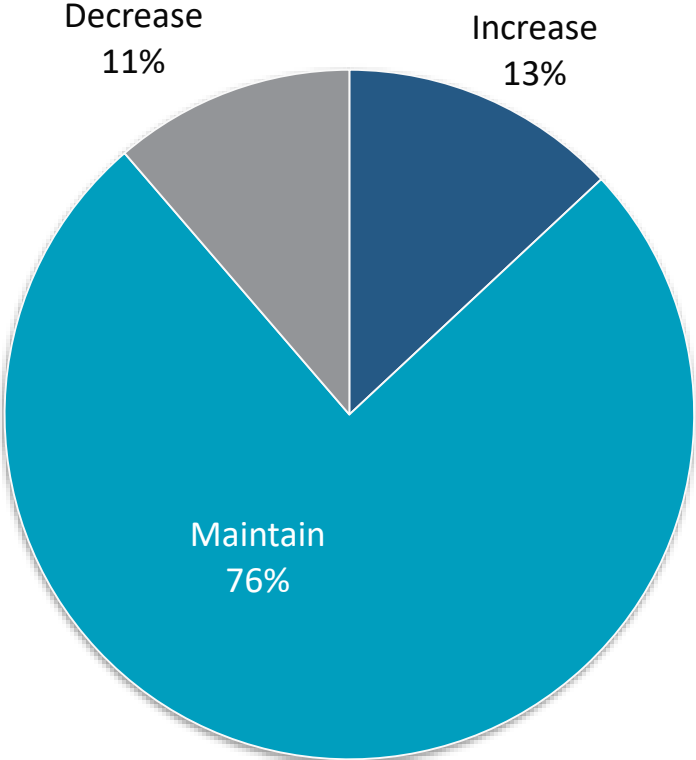


Temporary employment is up by 56,700 jobs since January.  
The temporary penetration rate is now 2.05%.

Source: U.S. Bureau of Labor Statistics

# Temporary Employees

## Use of Temporary Employees During Next 12 Months



# Notable Survey Trends

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## July 2017 to July 2018

- The Total industry grew 0.96% versus an anticipated rate of 1.14%
- The P&C industry grew 0.90% versus an anticipated rate of 0.79%
- The L&H industry grew 1.18% versus an anticipated rate of 1.98%

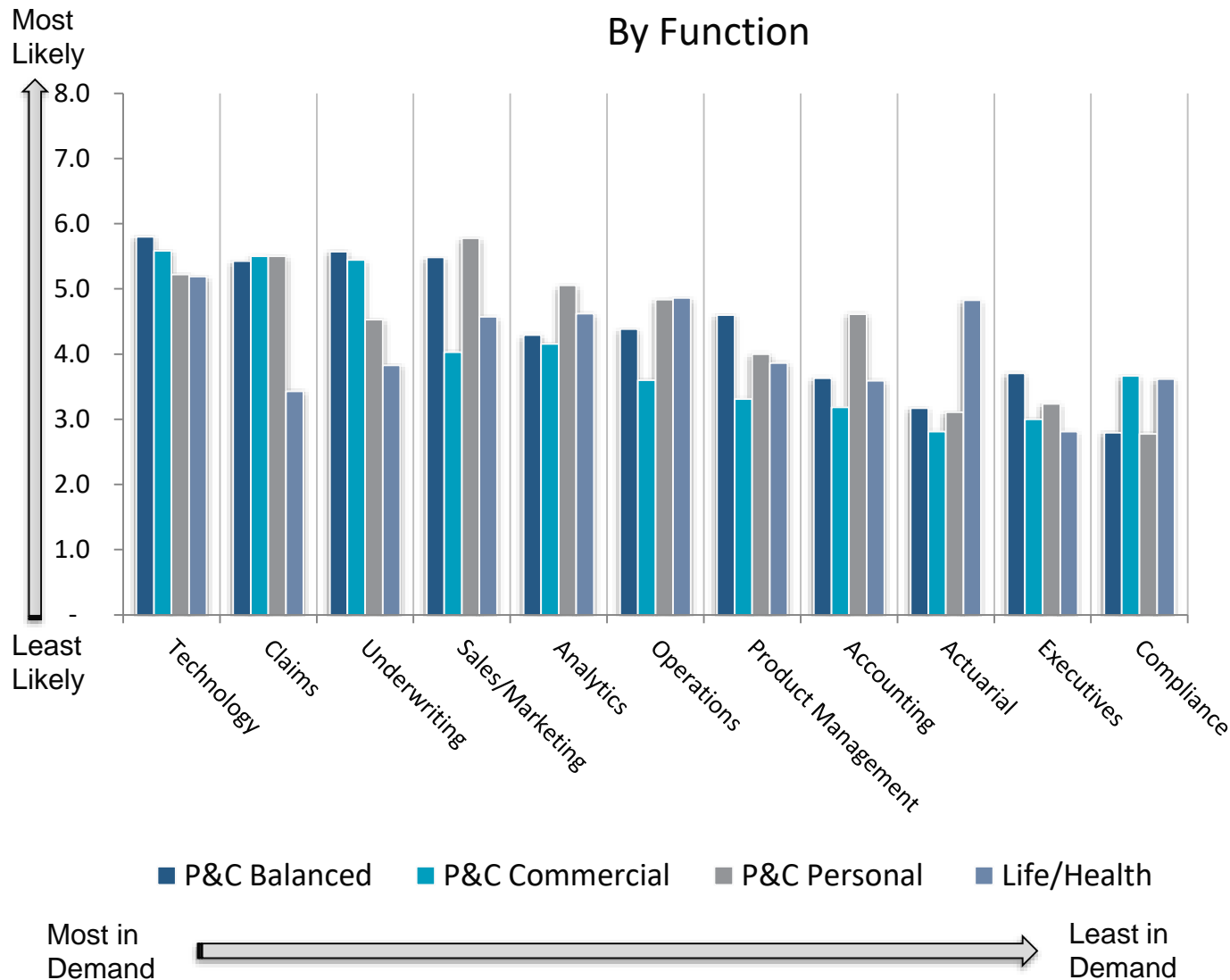
Note: Outliers have been excluded from calculations.

# Recruiting Difficulty Continues



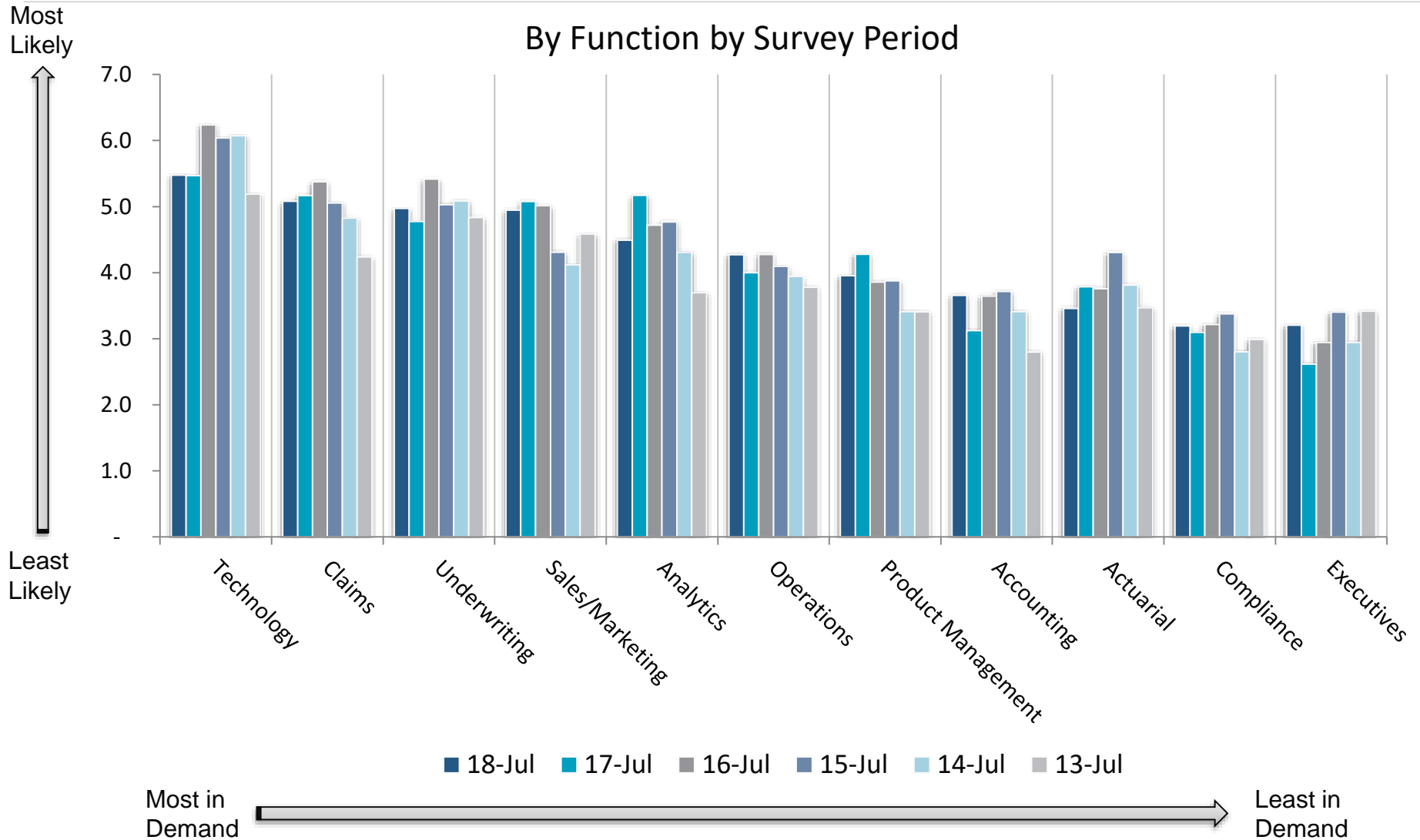
- On a scale of 1 – 10 (10 being most difficult), companies responded that positions are still moderately difficult to fill
- Positions rated 5 or above are considered moderate or difficult to fill
- Product line has a significant impact on the ease of filling positions
- 5 of 12 categories have seen recruiting difficulty increase slightly over the past year

# Likelihood of Increasing Staff



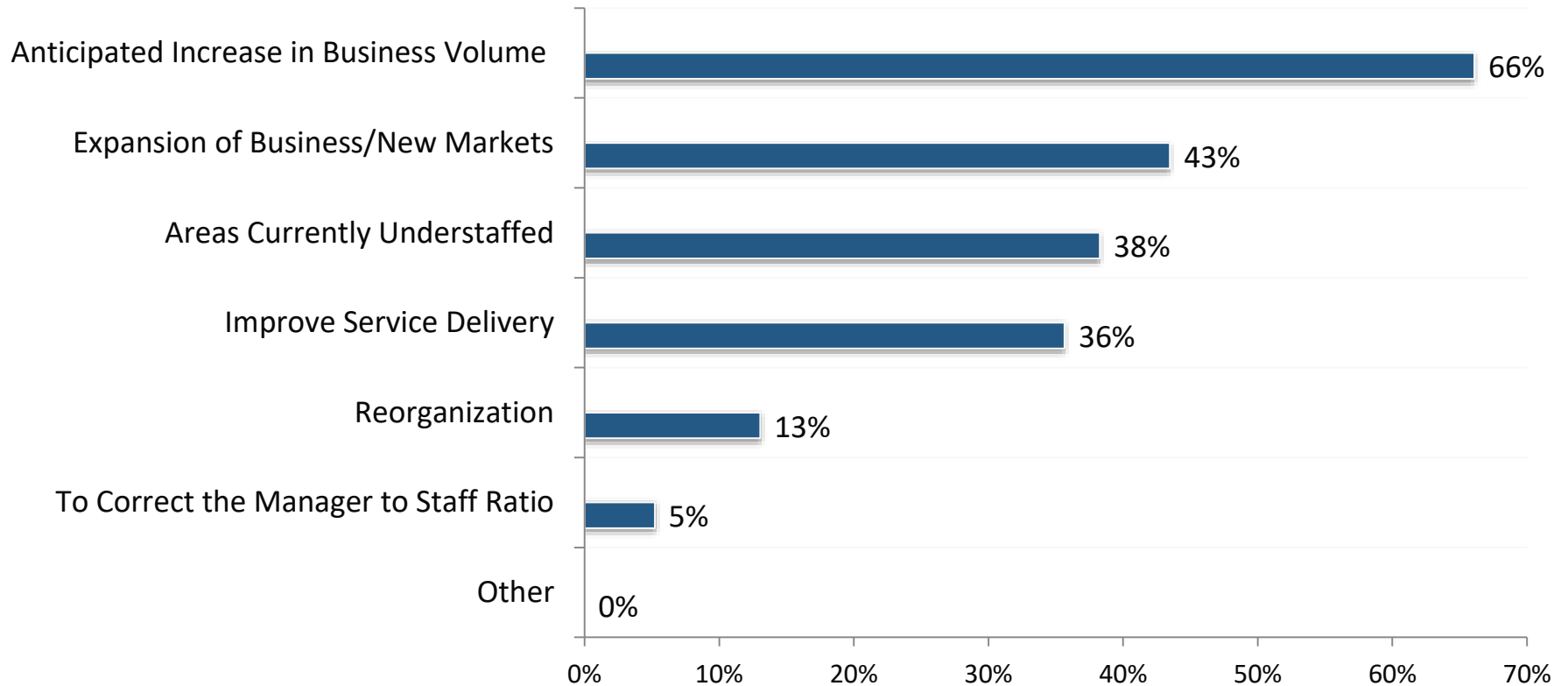
- Technology is the area most likely to increase staff for large companies followed by Analytics and Sales/Marketing. Medium-sized companies are looking towards Technology then Claims in the next 12 months. After Claims, small companies have the greatest need in Technology
- Commercial and balanced lines companies are most likely to increase staff in Technology in the next 12 months compared to Sales/Marketing for personal lines companies
- In total, the industry's greatest need is in Technology staff

# Likelihood of Increasing Staff



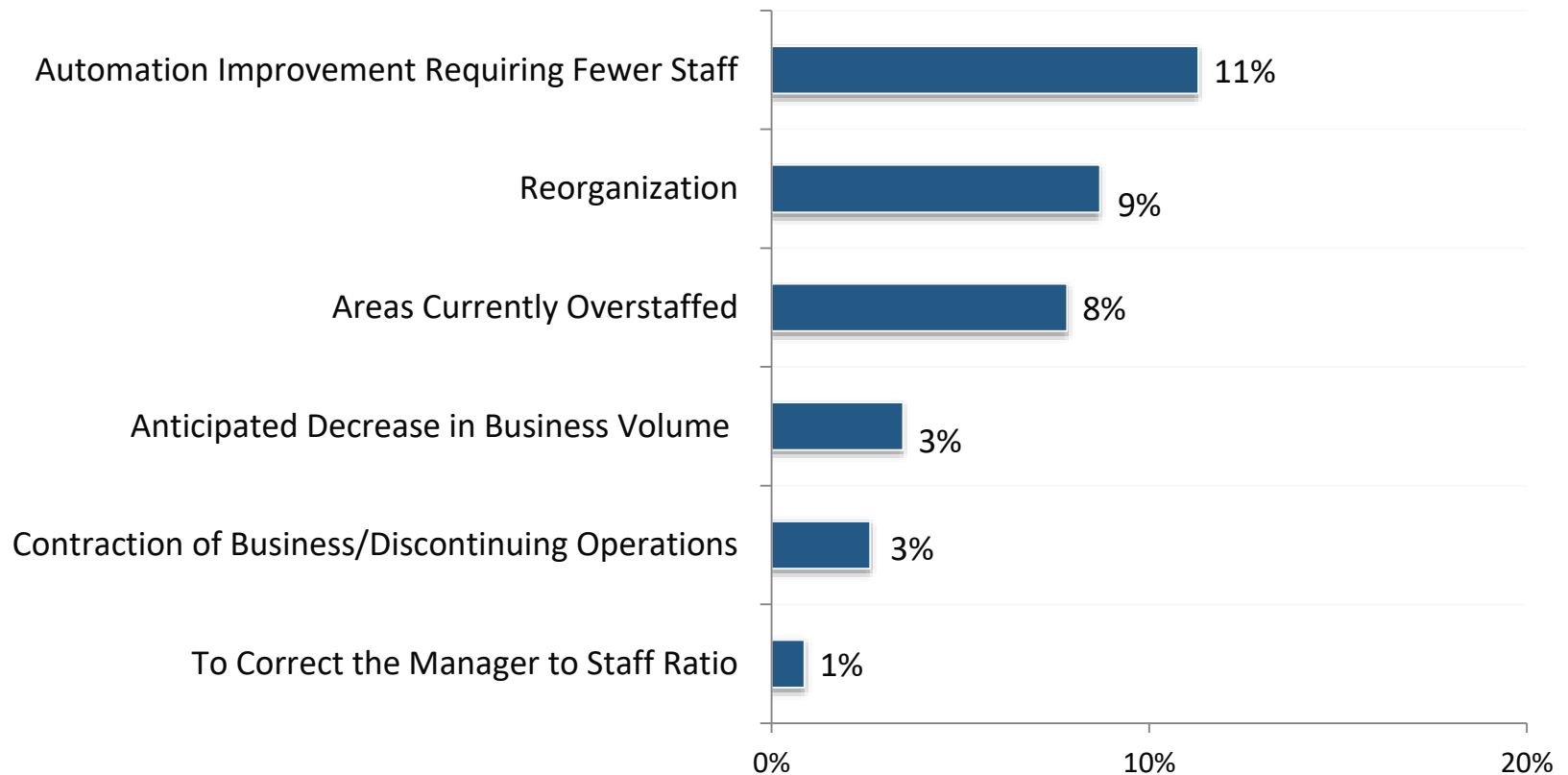
# Staff Increases

## Reason to Increase Staff During Next 12 Months



# Staff Decreases

## Reason to Decrease Staff During Next 12 Months







## Summary and Closing Thoughts

## Summary

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- 63% of companies plan to increase staff during the next 12 months driven by 72% in personal lines and 66% in commercial lines
- 5% of companies expect a decrease in staffing during the next 12 months, 5 points lower than one year ago
- 79% of medium-sized companies plan to add staff during the next 12 months. This is 20 and 24 points higher than small and large companies, respectively
- Expectations to grow revenue are 3 points higher than January at 82%
- Medium-sized companies are the most optimistic to increase revenue as 93% expect growth, compared to 80% for small and 76% for large companies
- Optimism for revenue growth decreased 16 points to 78% for Life/Health companies from January while Property/Casualty companies increased 5 points to 82%
- 53% of the companies stated that change in market share will drive their expected revenue changes with 25% referencing economic expansion/contraction

# Summary

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- The primary reason to increase staff during the next 12 months is the expectation of an increase in business volume. 66% of companies listed this as the primary reason-to-hire followed by 43% who reported expansion of business/new markets
- 11% of companies report that automation will be the primary reason for reductions in staff during the next 12 months followed by reorganization at 9%
- Technology, Claims, and Underwriting roles are expected to grow the greatest during the next 12 months. After Technology, Operation roles are the greatest need for Life/Health companies while Claims is for Property/Casualty companies
- A challenging recruitment reality still persists. The insurance industry faces a candidate's market amid the talent crisis brought on by an aging workforce, mid- and executive-level talent gaps and a virtually non-existent unemployment rate.
- Executive, Technology, and Actuarial positions are the most difficult to fill
- Companies are requiring more temporary staff. 13% of companies are planning to increase their use, up from 12% last July

## Projection

If the industry follows through on its plans, we will see a 0.60% increase in industry employment during the next 12 months, creating new jobs.

|                        | Projected Growth |
|------------------------|------------------|
| Total Benchmark        | 0.60%            |
| Life & Health          | 1.26%            |
| Property Casualty (PC) | 0.47%            |
| PC Personal            | 1.13%            |
| PC Commercial          | 0.51%            |
| PC Balanced            | 0.31%            |

## Staying Informed

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Our next survey will be conducted in January 2019.

For information on how to participate, please email  
[vincent.albers@wardinc.com](mailto:vincent.albers@wardinc.com)

**Thank you!**