

August 2025



Insurance Labor Market Study

The Jacobson Group and Ward, the Performance Benchmarking division within Aon's Strategy and Technology Group, conducted a study to investigate hiring trends within the insurance industry. The following presents the findings of an Insurance Labor Market Survey conducted in the third quarter of 2025.

Summary of Findings

- 53% of companies plan to increase staff during the next 12 months, driven by the Life/Health segment at 60%
- 14% of companies are planning to decrease their number of employees. This is the same total reported in the July 2024 study
- 66% of small companies plan to add staff during the next 12 months. This is 10 and 29 points higher than medium-sized and large companies, respectively
- 81% of companies expect to grow revenue during the next 12 months. This is 2 points higher than the July 2024 survey
- Personal Lines P&C companies are the most optimistic to increase revenue as 93% expect growth, compared to 82% of Balanced Lines and 74% of Commercial Lines companies. 90% of Life/Health companies expect an increase in revenue
- Overall, 57% of the companies stated that change in market share will drive their expected revenue changes, while 30% cited pricing factors
- The primary reasons companies plan to increase staff during the next 12 months is expansion of business or new markets (35%) followed by an expected increase in business volume (32%)
- Automation is the most common reason companies plan to reduce headcount during the next 12 months, followed by reorganization and areas being overstaffed
- Technology, Underwriting, and Claims roles are expected to have the greatest growth during the next 12 months
- Compliance, Product Management, and Technology are the areas where companies are most likely to add experienced staff. Operations and Claims roles were identified as areas most likely to add entry-level positions
- Actuarial, Executive, and Analytics positions remain the most difficult to fill for the fourth consecutive survey
- In total, 12% of companies feel the ability to hire talent has become more difficult compared to the prior year. This is up from 11% in the July 2024 survey
- At 6.0%, average 6-month voluntary turnover is 3.2 points lower than the 12-month average of 9.2%. The average 6-month involuntary turnover is slightly lower at 4.2%, compared to 4.3% for 12-month

- During the next 6 months, 78% of companies expect most employees to work a hybrid schedule. After the next 6 months, 6% are expecting to change their approach to require employees to be in-office more
- 8% of companies require their staff to be in-office every day, up from 4% in the July 2024 study

Notable Survey Trends from July 2024 to July 2025

- Insurance carrier employment expectations increased over the past year
 - The total industry headcount grew 1.37% versus an anticipated rate of 0.58%*
- Companies focused primarily on personal lines have been more volatile in their headcount
 - Personal Lines companies are expecting further increases in 12-month headcount compared to July 2024
 - Personal Lines companies reported decreases in both 12-month voluntary and involuntary turnover percentages
- The total industry 12-month turnover, both voluntary and involuntary, increased compared to July 2024

**Data compares responses from the 2024 and 2025 Q3 labor market studies. Outliers have been excluded from calculations.*

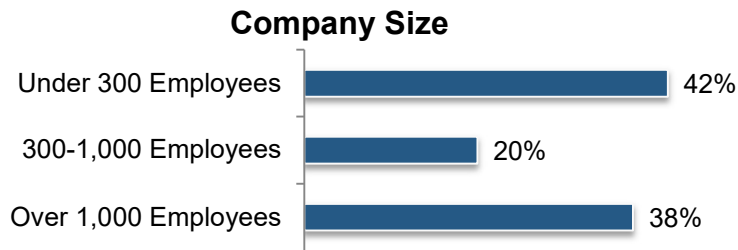
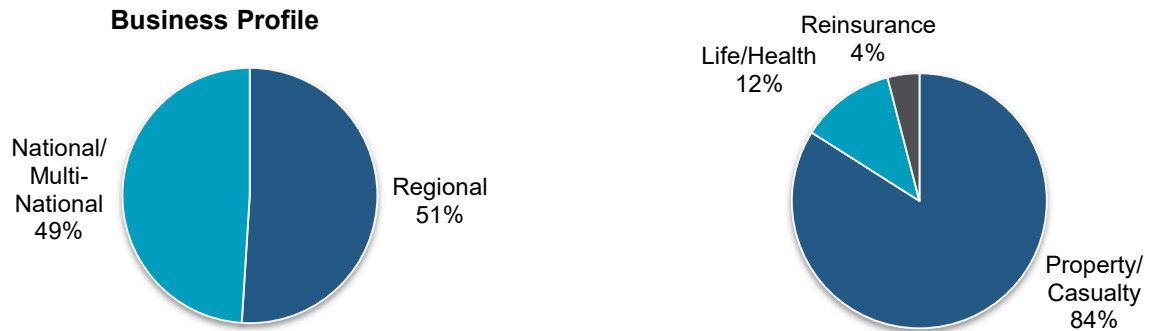
Projection

If the industry follows through on its plans, we will see a 1.03% increase in industry employment during the next 12 months, creating new jobs.

Projected Growth	
Total Benchmark	1.03%
Life & Health	0.97%
Property/Casualty (PC)	1.08%
• PC Personal	0.75%
• PC Commercial	1.01%
• PC Balanced	2.46%

Survey Results

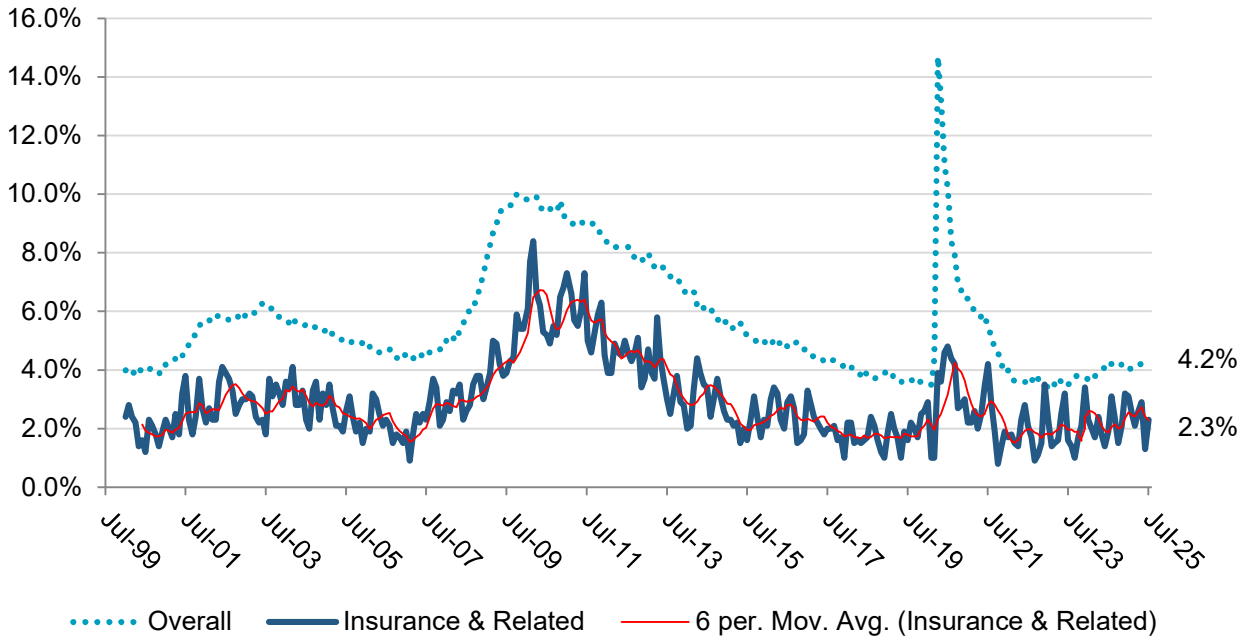
Participant Profile



The total average number of employees is 2,212

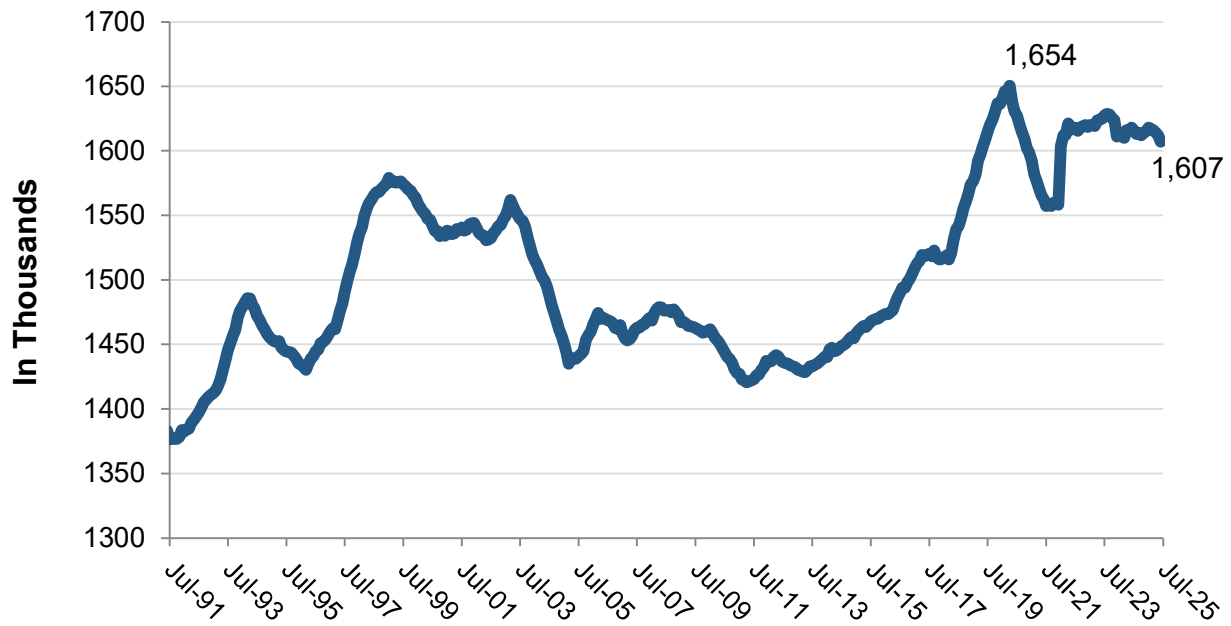
**Percentages in chart rounded to nearest whole number*

Unemployment Rates



Source: U.S. Bureau of Labor Statistics

Insurance Carrier Employment



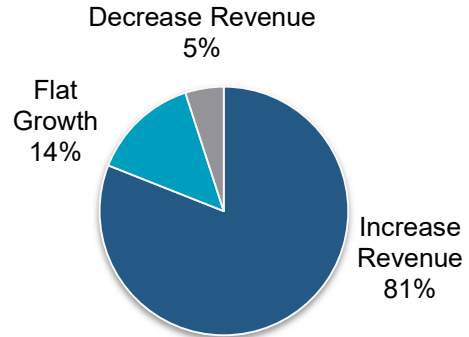
Source: U.S. Bureau of Labor Statistics

Revenue and Staffing Expectations

12-Month Staffing Plan

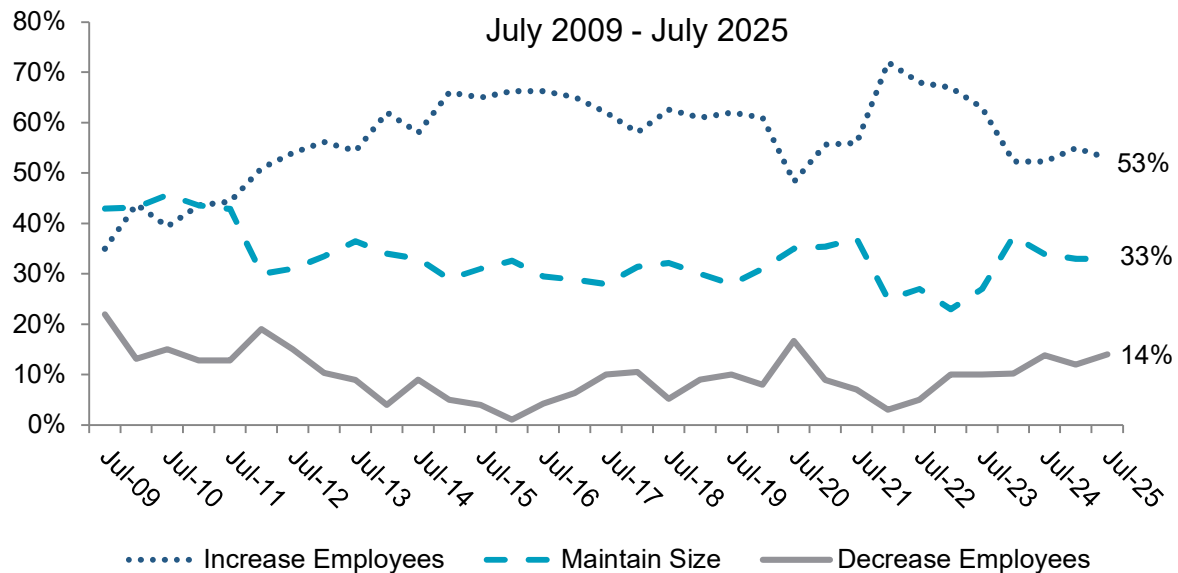


12-Month Revenue Plan



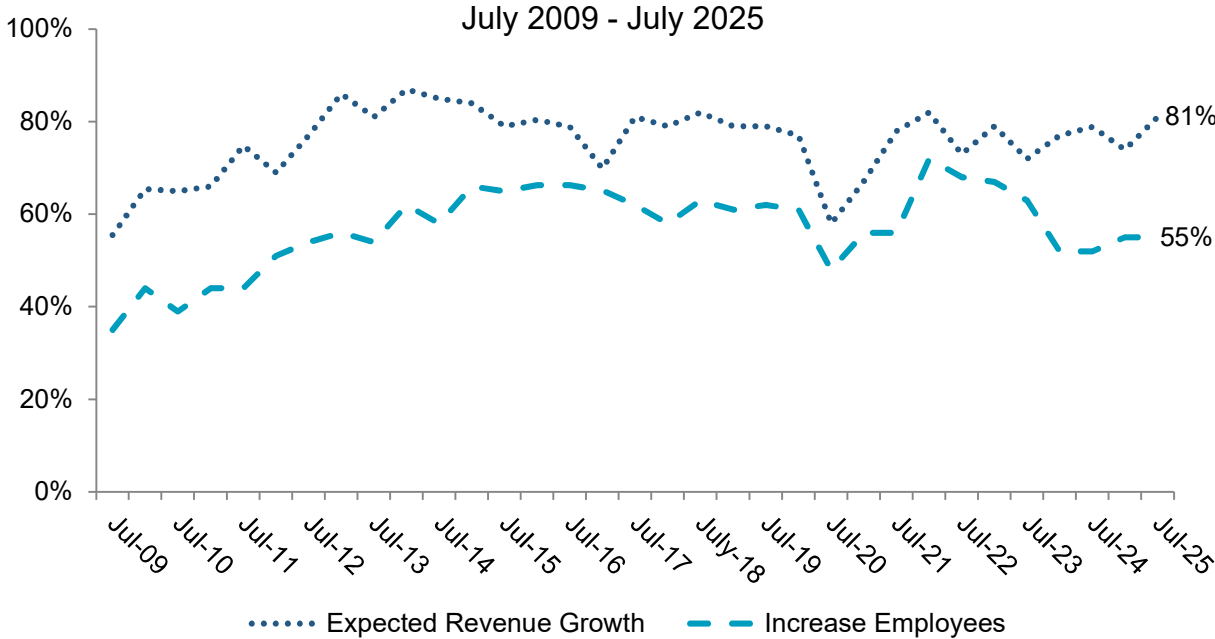
*Percentages in chart rounded to nearest whole number

12-Month Staffing Plans



*Percentages in chart rounded to nearest whole number

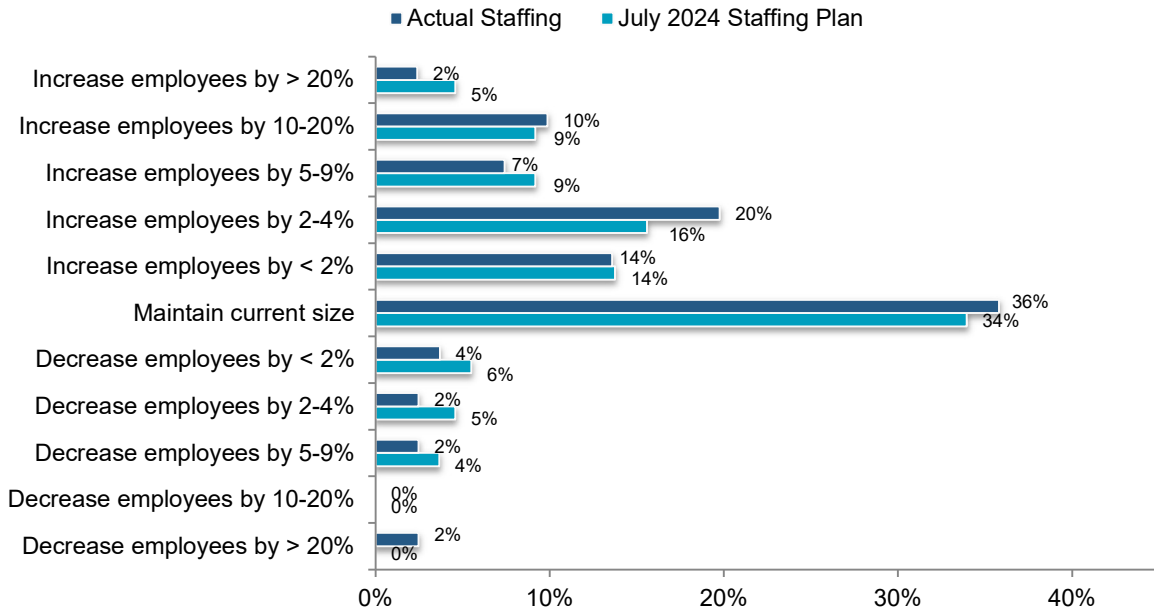
12-Month Staffing Plans Increase vs. Expected Revenue Growth



*Percentages in chart rounded to nearest whole number

- 81% of companies expect an increase in revenue growth. This is 7 and 2 points higher than the January 2025 and July 2024 studies, respectively
- 5% of companies expect a decrease in revenue growth, up 1 point from January
- At 57%, the primary driver for expected revenue changes will be an increase in market share
- 14% of companies are expecting a decrease in staff, up from 12% in January

Prior Year 12-Month Staffing Plan vs. Actual

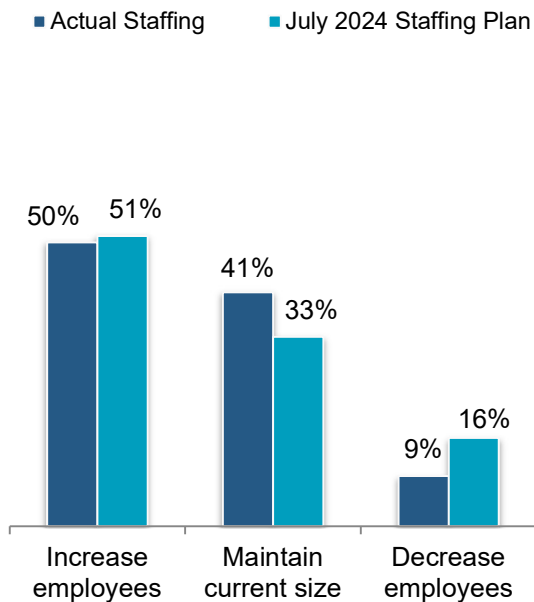


*Percentages labels in chart rounded to nearest whole number

53% of companies added staff since July 2024, while 10% reduced staff

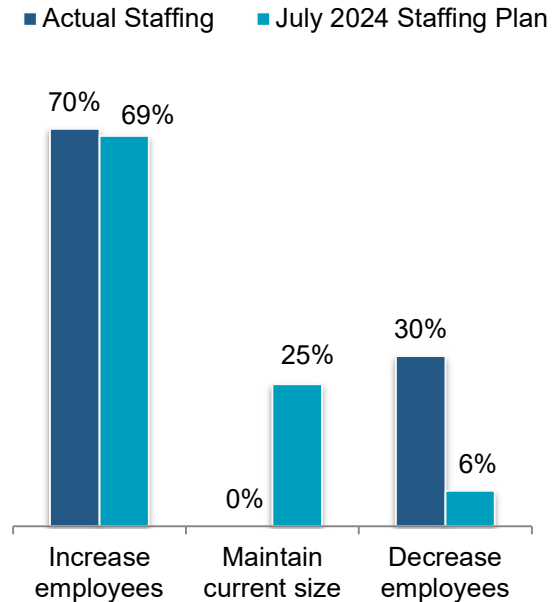
Prior Year 12-Month Staffing Plans vs. Actual - By Industry

Property/Casualty



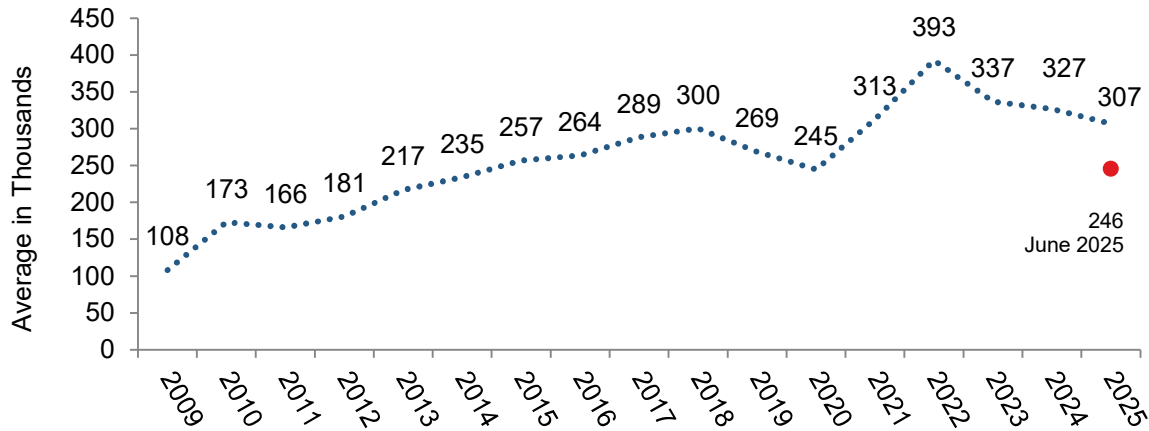
*Percentages in chart rounded to nearest whole number

Life/Health



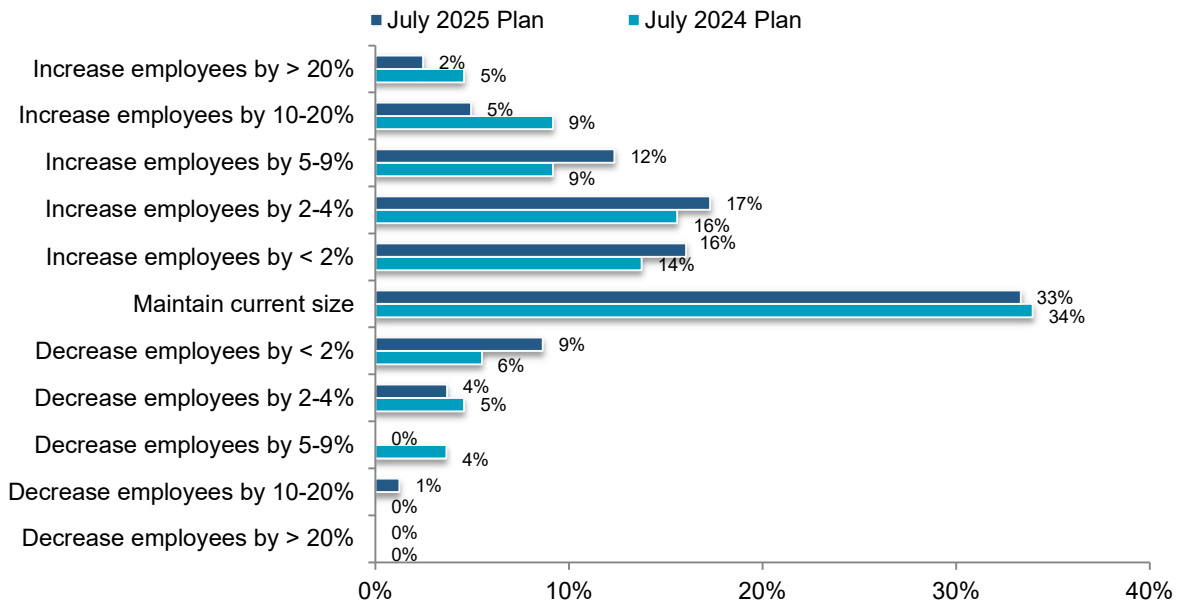
*Percentages in chart rounded to nearest whole number

Job Openings in Finance and Insurance



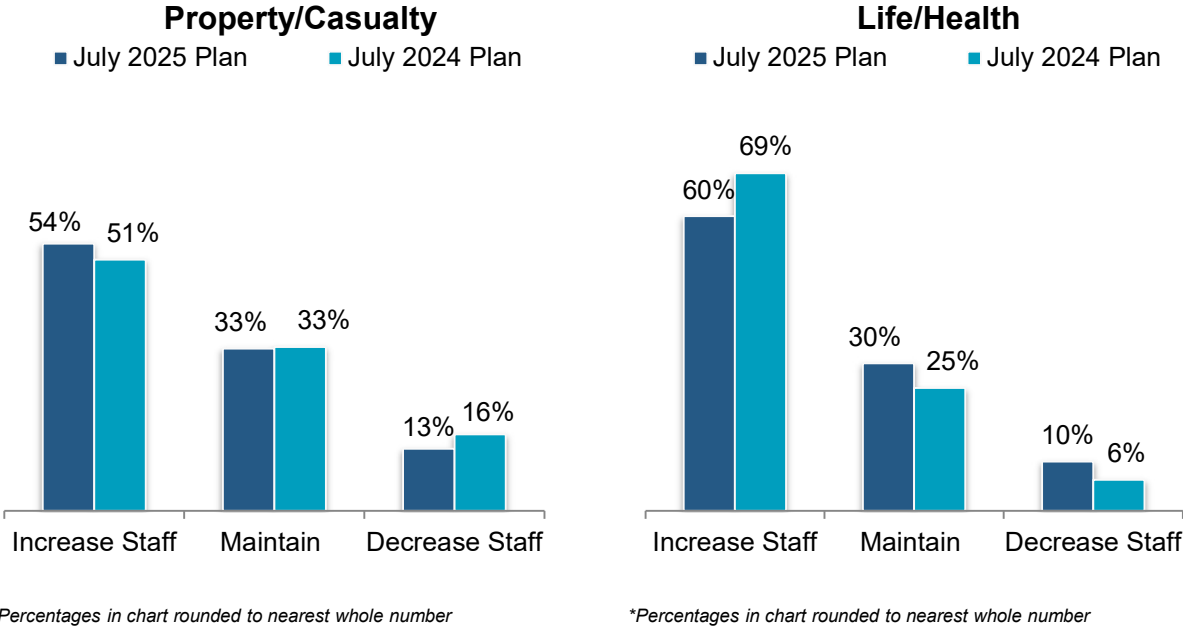
Source: U.S. Bureau of Labor Statistics

12-Month Staffing Plans

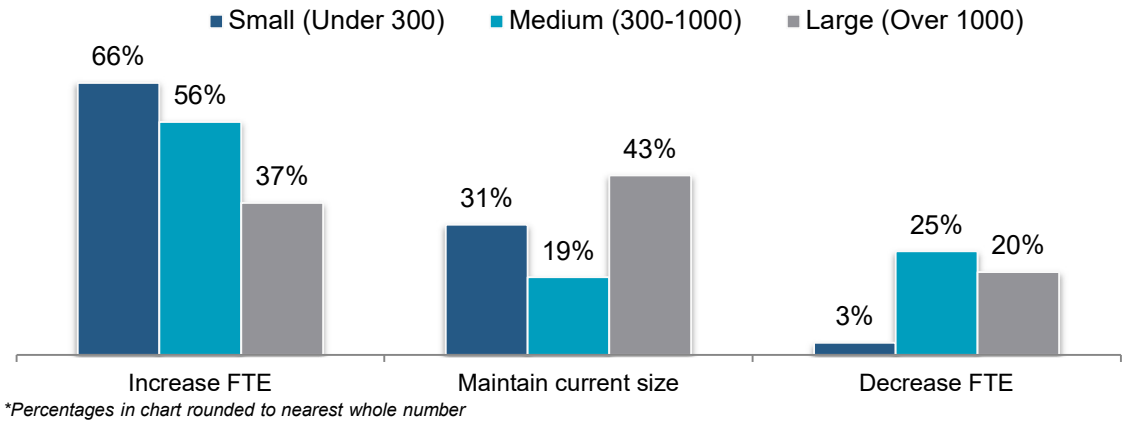


- 59% of Commercial Lines P&C companies are expecting to increase staff during the next 12 months. This is 12 and 9 points higher than Personal Lines P&C companies and Balanced Lines, respectively
- Overall, 12% of Personal Lines P&C companies are expecting a decrease in staff during the next 12 months; however, all expect this decrease to be less than 2%. Commercial Lines P&C companies expect 16% followed by Balanced Lines at 7%
- Of the companies who plan to add staff during the next 12 months, 92% expect an increase in revenue with 63% responding that it will be due to a change in market share. Of those planning a decrease in staff, 18% of companies expect a decrease in revenue
- 72% of companies who plan to maintain staff size during the next 12 months are expecting an increase in revenue. 4% of those companies are expecting a decrease

12-Month Staffing Plans by Industry - July 2025 to July 2024 Comparison

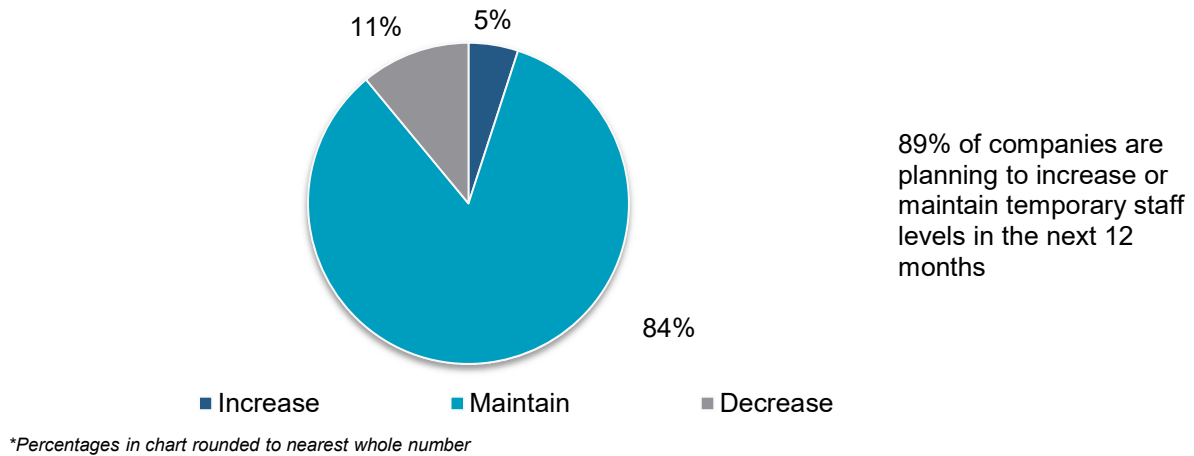


12-Month Staffing Plans - By Employee Size

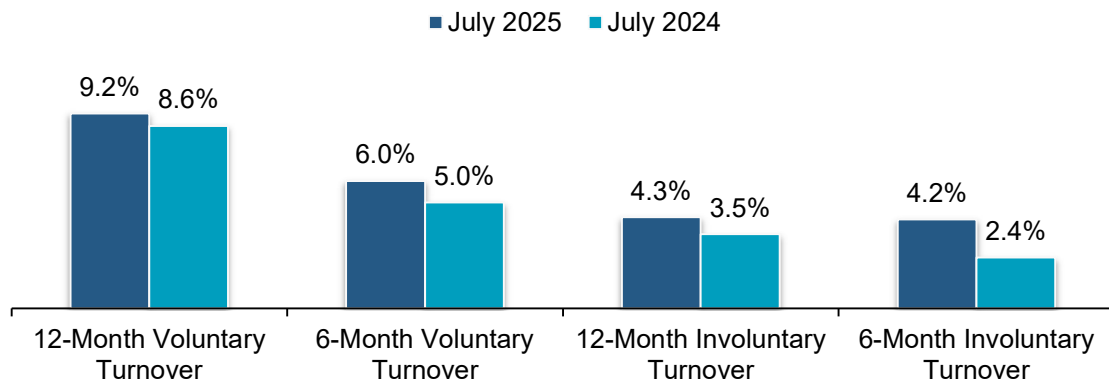


- Since January, overall expectations to add staff decreased 2 points to 53%. 37% of large companies are expecting an increase compared to 64% in January. Medium-sized companies increased their 12-month expectations from 38% in January to 56% in July. Small companies increased from 60% to 66%
- 38% of medium-sized companies and 36% of small companies expect growth in revenue/premium greater than 10% over the next 12 months. This compares to 25% for large companies
- All company sizes expect revenue changes to be primarily driven by market share

Use of Temporary Employees During Next 12 Months



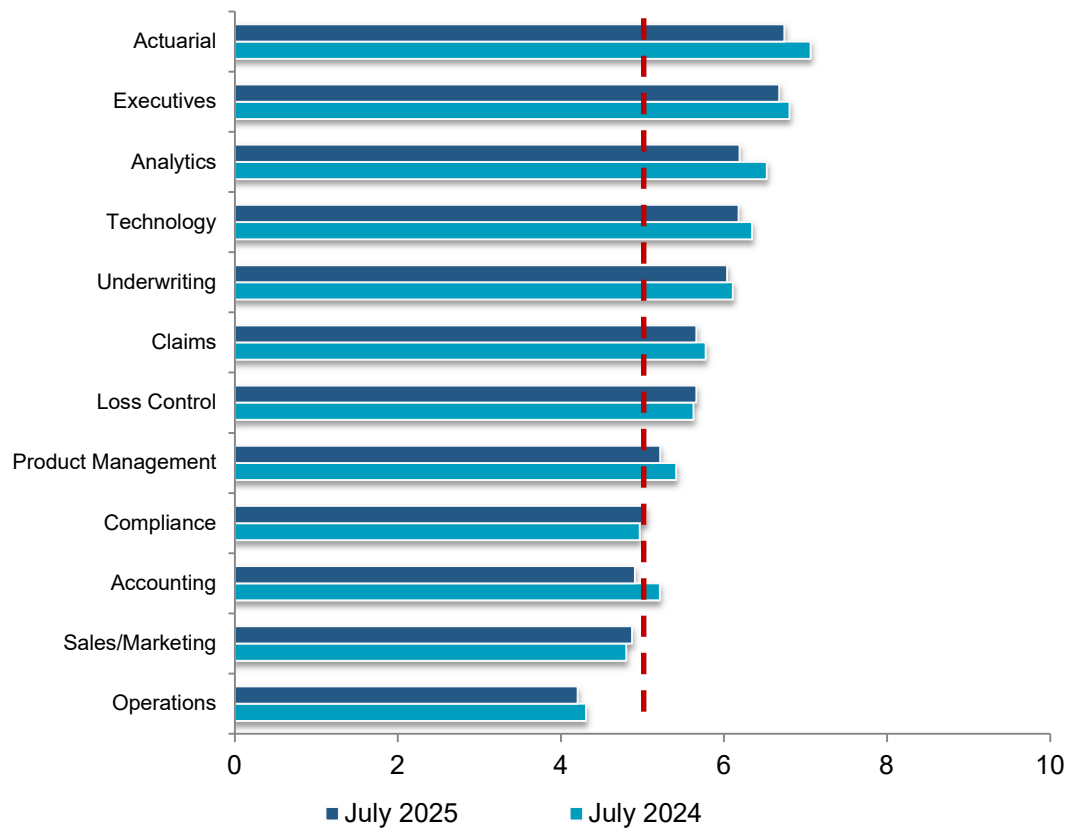
Voluntary and Involuntary Turnover Percentage



*Results include only those companies which provided turnover percentages

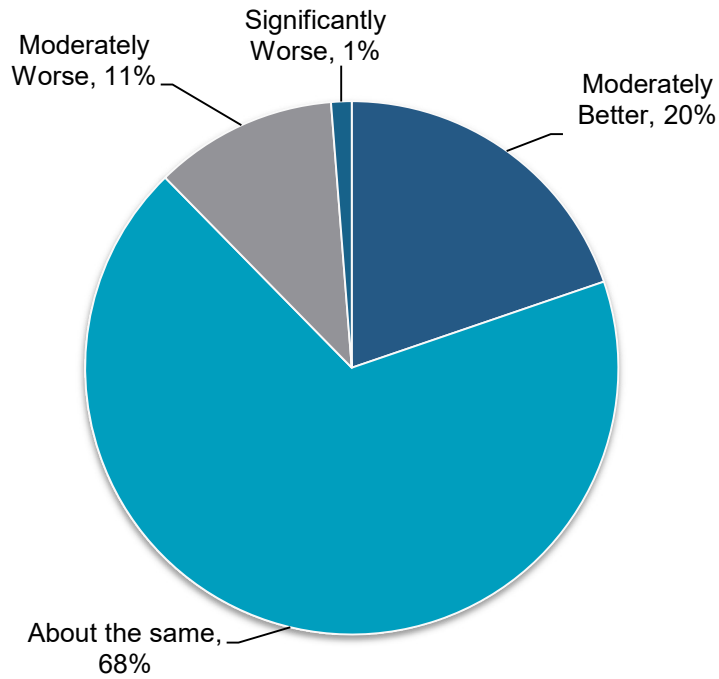
- At 9.2%, 12-month voluntary turnover is 0.6 points higher than July 2024. This is slightly lower than the change in 6-month voluntary turnover, which was up 1 point to 6.0%
- In comparison to July 2024, both 12-month and 6-month involuntary turnover is higher, by 0.8 and 1.8 points, respectively
- Compared to P&C companies, Life/Health companies reported higher voluntary turnover percentages for both time periods
- Within P&C, Personal Lines companies had the highest 12-month voluntary turnover at 10.7%, compared to Commercial Lines and Balanced Lines companies at 9.0% and 6.1%, respectively
- Compared to medium and small companies, large-sized companies reported the highest turnover in all categories, except 12-month involuntary turnover

Recruiting Difficult Persists



- On a scale of 1 – 10 (10 being most difficult), companies responded that most positions are at least 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
- Compared to July 2024, recruiting difficulty has decreased in 9 of 12 categories

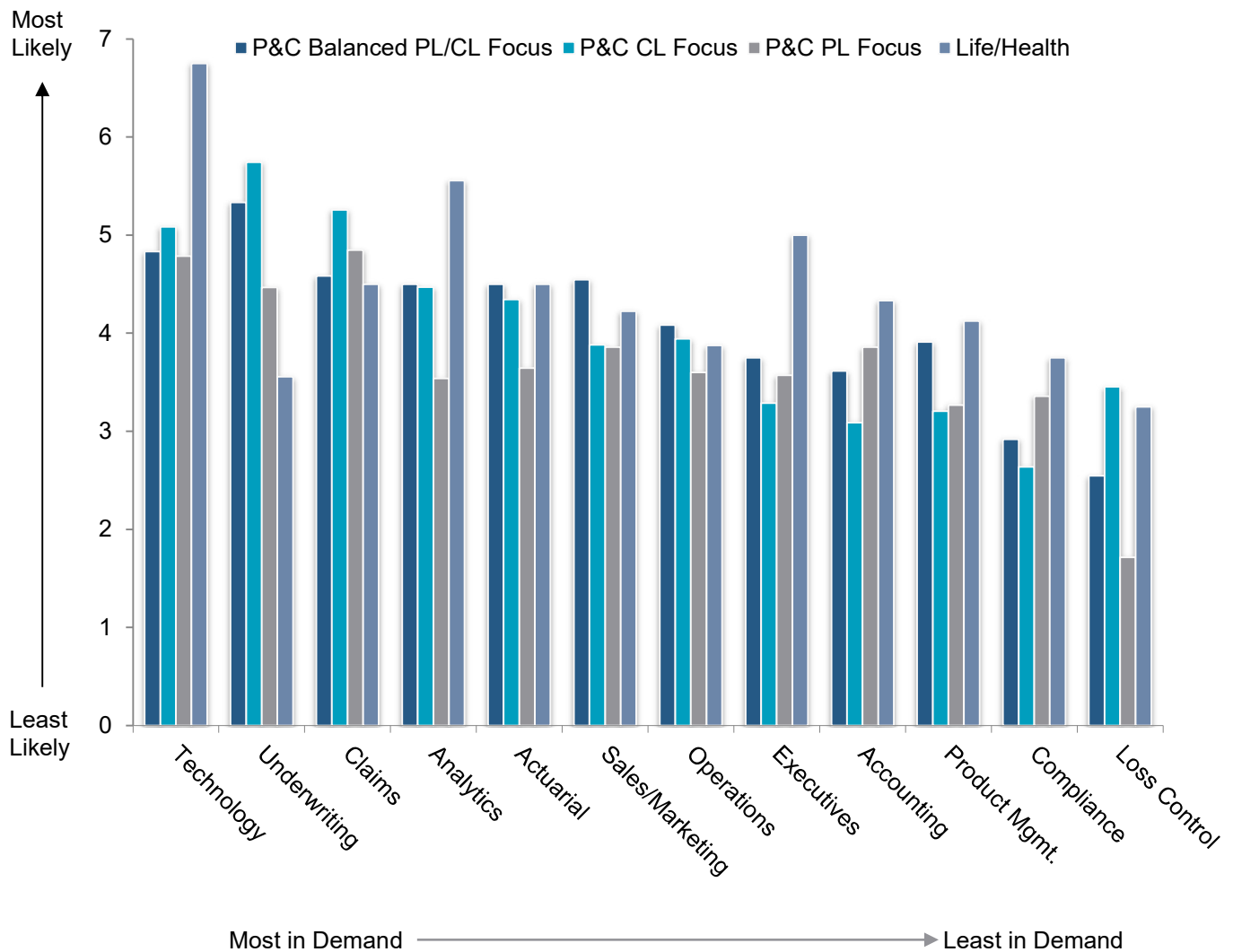
Ability to Hire Talent Compared to One Year Prior



**Percentages in chart rounded to nearest whole number*

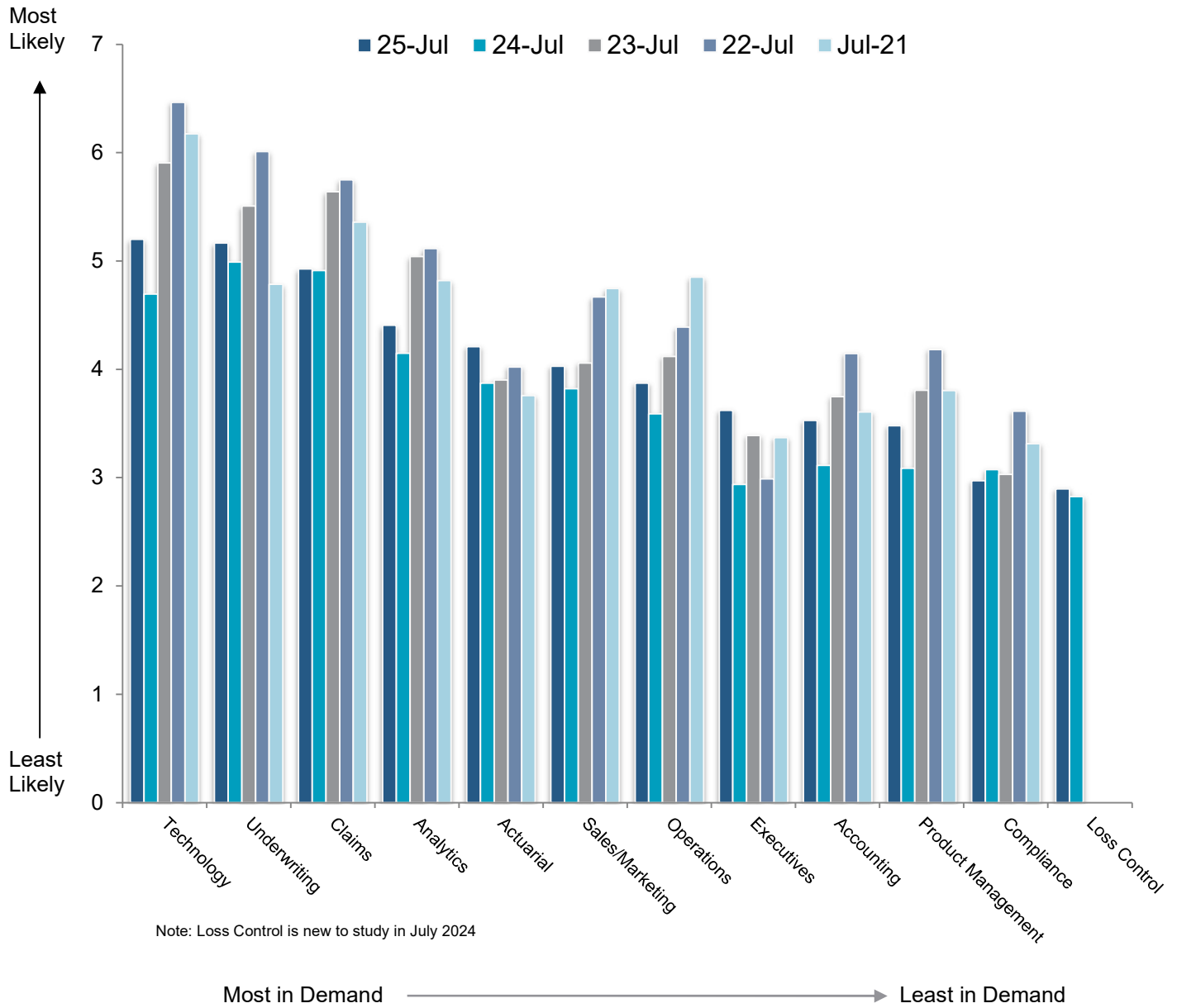
- In total, 12% of companies feel the ability to hire talent has become more difficult compared to the prior year. This is up from 11% in July 2024. 20% feel hiring difficulty has eased in the past year
- 20% of Life/Health companies feel the ability to hire has worsened, compared to P&C companies at 10%
- 14% of small companies feel it has been more difficult to hire talent, compared to medium-sized and large companies at 13% and 10%, respectively

Likelihood of Increasing Staff by Function

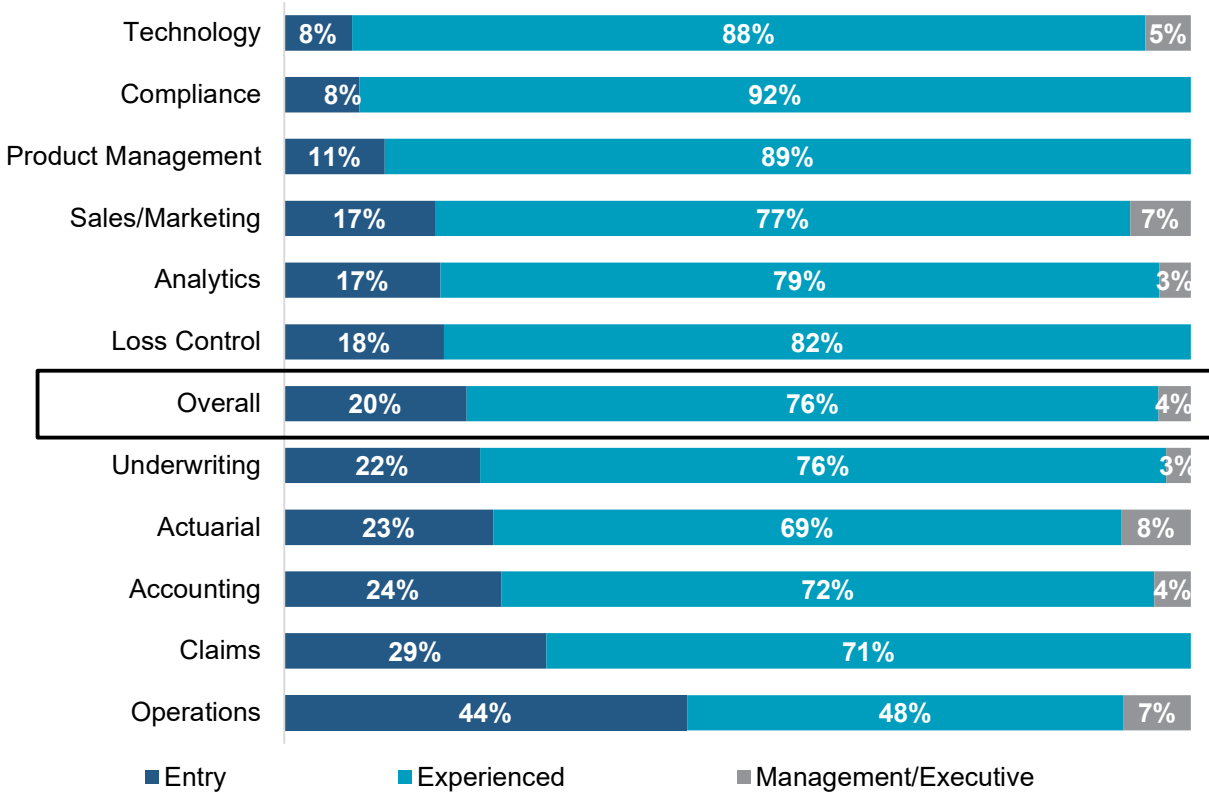


- In total, the industry's greatest need is Technology staff, followed by Underwriting and Claims
- Large and medium-sized companies are most likely to hire Technology roles in the next 12 months, followed by Underwriting and Analytics. Small-sized companies have the greatest need in Claims, followed by Underwriting and Technology
- Technology and Analytics are the areas most in demand in the Life/Health segment

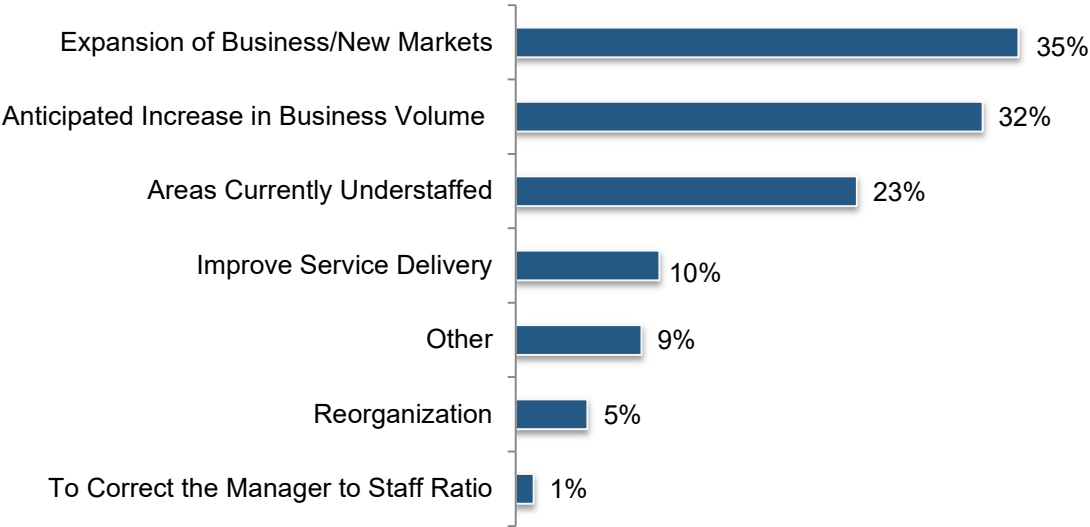
Likelihood of Increasing Staff by Function by Survey Period



Employee Levels Most Likely to be Added by Function

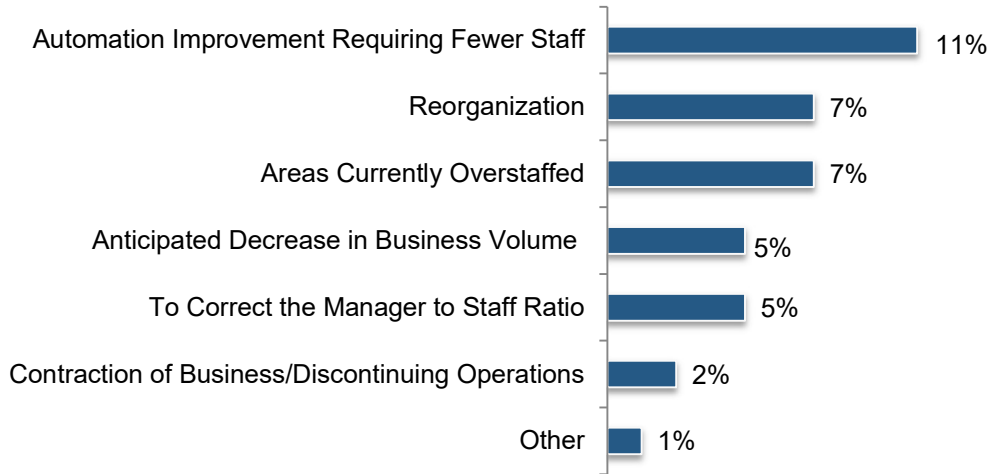


Reason to Increase Staff During Next 12 Months



*Results are reflected as a percentage of all survey participants.

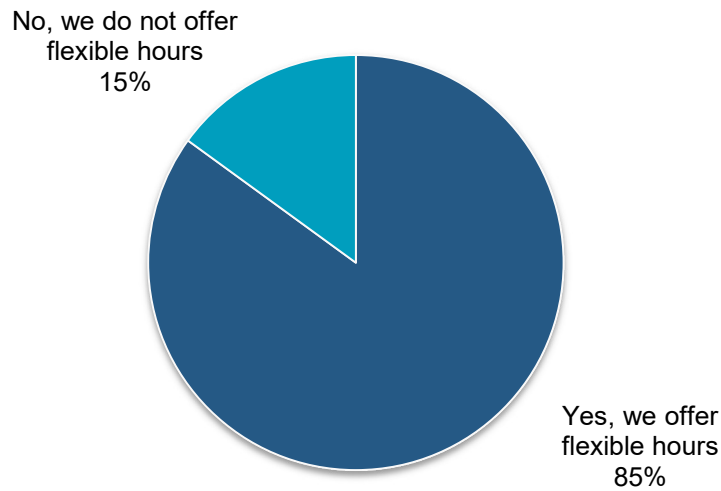
Reason to Decrease Staff During Next 12 Months



*Results are reflected as a percentage of all survey participants.

Current Workplace Flexibility

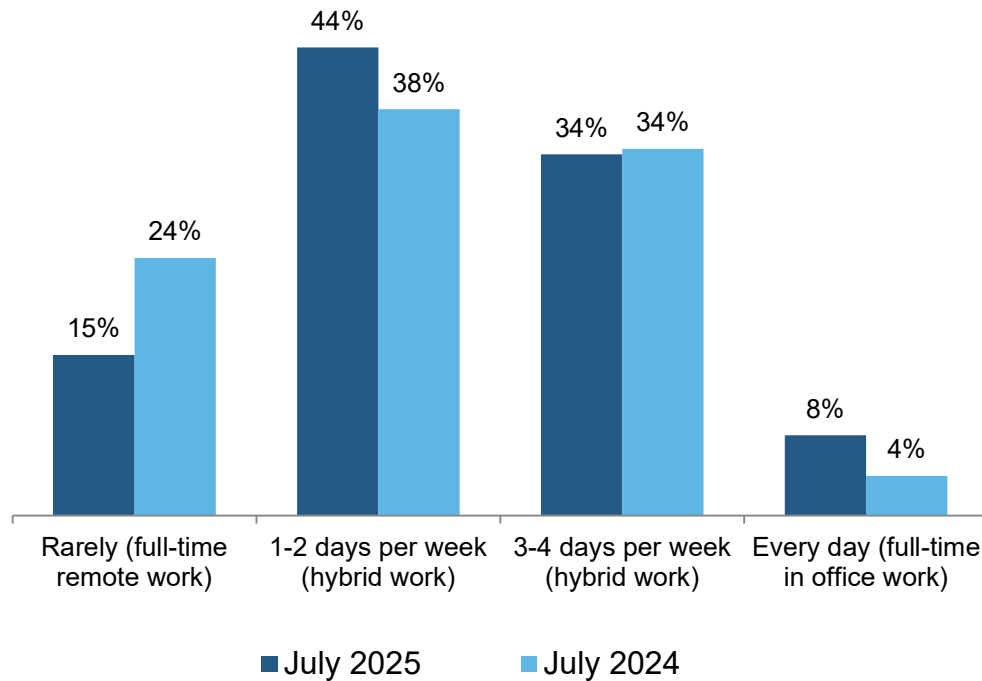
Flexible Work Hours Offered



*Percentages in chart rounded to nearest whole number

Required In-Office Work for Majority of Employees

During Next 6 Months

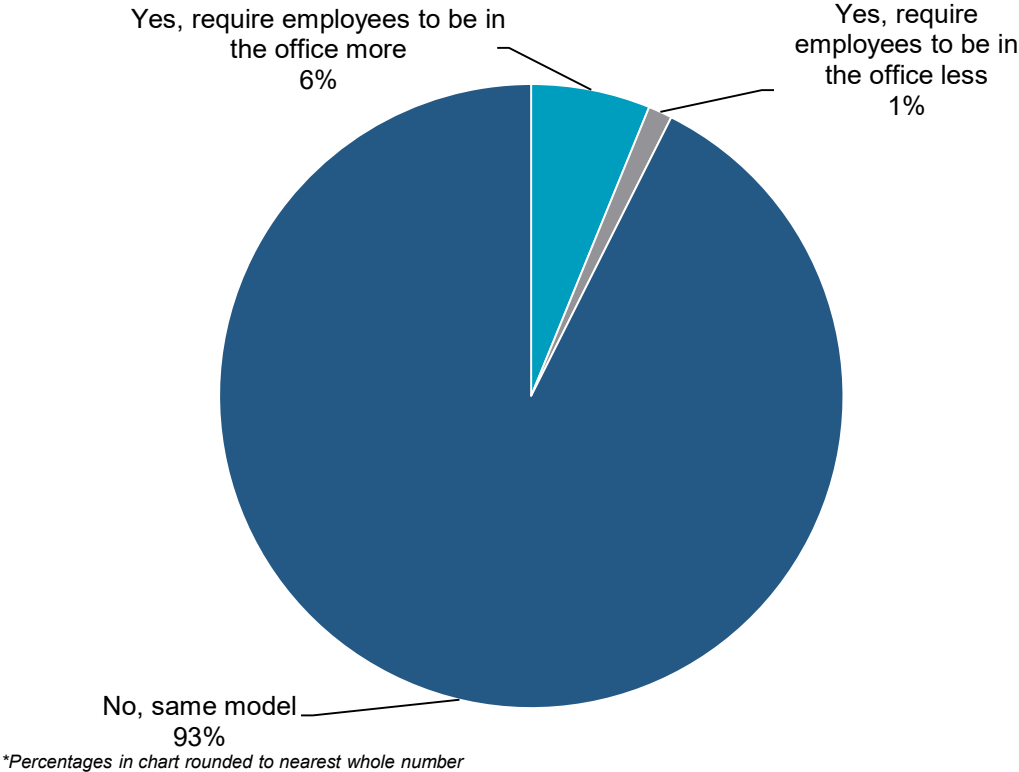


**Percentages in chart rounded to nearest whole number*

- During the next 6 months, 85% of companies are expecting most employees in-office at least 1 day per week, up from 78% in January. 78% have a hybrid model compared to 75% in January
- 90% of Life/Health companies and 84% of P&C companies expect most employees to come in at least once per week
- Commercial Lines P&C companies are most likely to have the majority of employees working remotely full time at 22% followed by Personal Lines at 18%.
- Hybrid staffing models are most common for large companies (80%) followed by small (77%) and medium-sized (73%)
- 8% of companies are requiring employees in-office every day, up from 4% in July 2024

Expected Changes for Moving Forward

Anticipated Requirements After Next 6 Months



- After the next 6 months, 93% of companies expect no changes to in-office requirements. 6% anticipate requiring employees to come in more
- 13% of medium-sized companies expect employees to be required in the office more after 6 months, compared to large at 10%. Small companies expect no changes
- 7% of P&C companies expect employees to be required in the office more after the next 6 months. Life/Health companies expect no changes to their current model
- Within P&C, Commercial Lines companies are most likely to require employees in the office more after 6 months, at 8%, compared to Balanced Lines and Personal Lines at 7% and 6%, respectively

Contact Information

Jeff Rieder

Partner, Aon and Head of STG
Performance Benchmarking
+1.513-746-2400
jeffrey.rieder@aon.com

Jeff Blair

Senior Vice President of Executive Search
and Business Development
The Jacobson Group
+1.312-884-0479
JBlair@jacobsongroup.com

About Ward / STG Performance Benchmarking

Ward is the Performance Benchmarking division within Aon's Strategy and Technology Group (STG), providing consulting and performance benchmarking for the insurance industry. We analyze staff levels, compensation, business practices and expenses for all areas of company operations and help insurers measure results, optimize performance and improve profitability.

For more information about Aon's Performance Benchmarking solutions for insurance companies, please visit ward.aon.com.

About Aon

[Aon plc](http://aon.com) (NYSE: AON) exists to shape decisions for the better — to protect and enrich the lives of people around the world. Our colleagues provide our clients in over 120 countries and sovereignties with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.

Follow Aon on [LinkedIn](#), [Twitter](#), [Facebook](#) and [Instagram](#). Stay up-to-date by visiting the [Aon Newsroom](#) and sign up for News Alerts [here](#).

About The Jacobson Group

[The Jacobson Group](#) is the leading provider of talent to the insurance industry. For more than 50 years, Jacobson has been connecting insurance organizations with professionals at all levels across all industry verticals. Jacobson provides insurance talent solutions to support virtually any human capital need.

We offer [executive search](#) services and comprehensive staffing solutions, including [professional recruiting](#), [temporary staffing](#) and [interim experts](#).

Follow The Jacobson Group on [LinkedIn](#), [X](#) and [Facebook](#). For more information about Jacobson's talent solutions, please visit jacobsongroup.com.