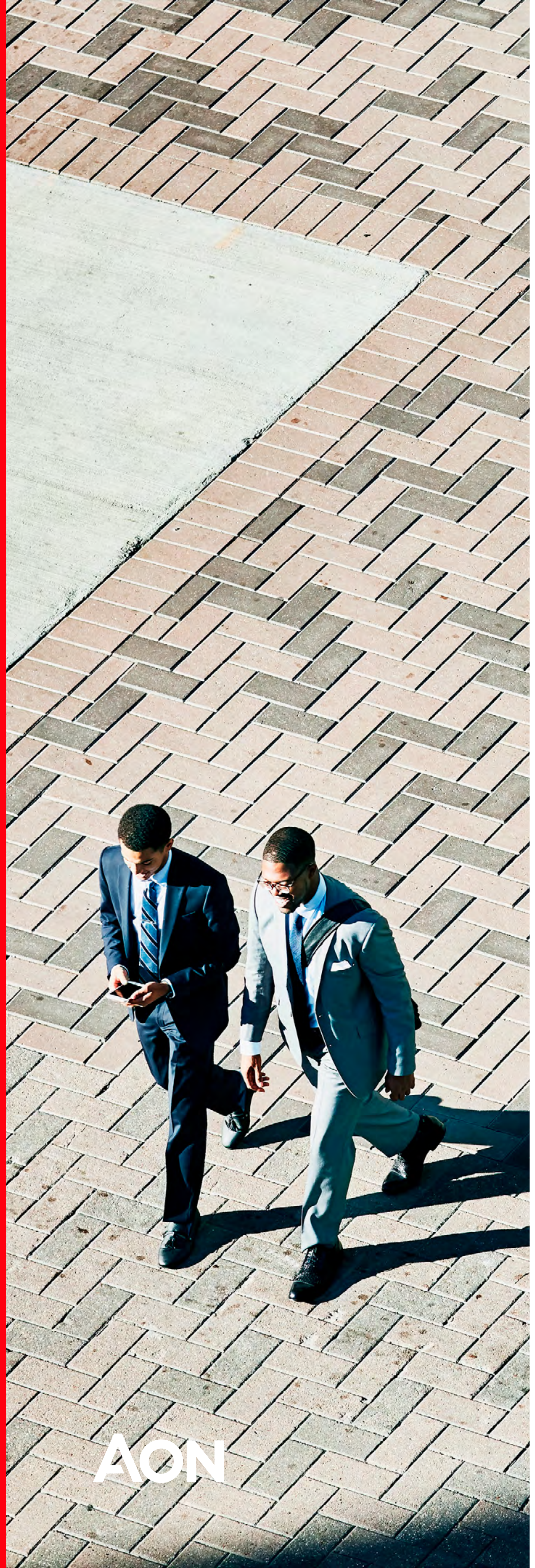
2026 Human Capital Trends Study

# Industry Overviews

Insurance



# Insurance

### Insurance at a turning point

Insurance is entering a new phase of change as risk, technology and workforce expectations evolve at the same time. Shifts in climate, customer needs and regulation are reshaping how insurers design products, price risk and serve clients, while competition for analytics, technology-enabled and specialist talent intensifies. Human capital strategy is becoming a core source of resilience and sustainable growth, determining which insurers can evolve roles, skills and careers quickly enough to keep pace.

### Strong AI adoption — but readiness is uneven

The 2026 Human Capital Trends Study data shows insurers moving quickly on digital and artificial intelligence (AI). Nearly eight in ten (78%) are already deploying or piloting AI solutions, while 48% report having AI deployed at scale, ahead of the all-industry average. AI is being applied across underwriting, pricing, claims and operations, and sentiment is positive: 92% agree AI will create new opportunities and require new skills, compared with 88% across industries overall. AI has not created the shift in work, but it is making change unavoidable, faster and more scalable by accelerating trends that were already underway.

Workforce readiness is lagging behind this adoption. Only 19% of insurance organizations say they can recruit and retain sufficient AI talent, five percentage points below the all-industry average. Some insurers have re-skilled or up-skilled a substantial share of their workforce on AI, yet many employees have had limited exposure to new tools and ways of working. Put simply, AI adoption is moving faster than AI workforce readiness, and the value insurers derive from AI will increasingly depend on how well they redesign work, roles and skills around it.

Digital ambition is also outpacing data foundations. Accelerating digital transformation in HR processes is insurers' top people strategy priority, yet only 32% report high HR data maturity. Many are investing in new tools and platforms, but may still lack the workforce data, segmentation and insight needed to support targeted talent, rewards and change decisions.

### Personalizing the EVP to build a workforce for the future

These trends are pushing insurers to look more systematically at future skills. A growing share are investing in identifying the capabilities they will need and assessing current gaps, but some of this activity still sits apart from a clear AI and digital roadmap. Without that connection, organizations risk building skills in isolation rather than around how work, roles and career paths will actually evolve.

Given the skills shifts outlined, there is clearly an opportunity to sharpen the Employee Value Proposition (EVP) and personalize the employee experience. This also extends to benefits provision — with 70% of employees saying benefit customization is important, yet only 28% of insurers offer customized benefits today.

The insurance industry is investing meaningfully, purposefully and competitively in employee benefits, but the message is not always landing. Insurance is a people business and the generosity and variety of benefits offered by insurers reflects this. Nearly one third (32%) say it is important to consider climate impacts when making retirement fund investment decisions, and 96% are confident their wellbeing strategy meets workforce needs.

Today, only 19% of insurance organizations have an EVP that is clearly defined and well understood, despite retaining high performers and attracting talent with key skills, recognized across the sector as a top reward objective. Given these challenges, finding ways to improve how these packages are communicated, informed by better HR data and technology can help insurers convert strong benefits and well-being provisions into a more distinctive, data informed EVP that supports both attraction and long-term resilience.

## Key Actions

- **Accelerate future skills and build AI workforce readiness** by expanding AI upskilling and reskilling across underwriting, claims, actuarial and support functions to build critical skills, support AI adoption and close the gap between AI deployment and available talent.
- **Enhance benefits personalization** through technology by leveraging total rewards platforms, workforce data and targeted communications to deliver more tailored employee experiences, improve engagement and strengthen attraction and retention for scarce skills.
- **Strengthen trust through a differentiated, data informed EVP** by developing a clearly defined and well understood Employee Value Proposition, aligning employee and employer expectations, and making well-being, climate related commitments, transparent pay practices more visible.



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## Top 3 People Strategy Priorities

1. Accelerating digital transformation in HR processes
2. Strenghtening leadership and sucession planning
3. Driving employee productivity

## Top 3 Total Rewards Objectives

1. Retain high performers
2. Drive business performance
3. Attract top talent

## Top 3 AI Deployment Objectives

1. Increase operational efficiency
2. Automate routine tasks
3. Enhance user expereince

## Employee Value Proposition

19% have an EVP that is clearly defined and well understood by employees.

## Transparent Pay

17% rate their pay transparency practices mature or very mature.

## AI Recruitment

19% agree they are able to recruit and retain enough talent with AI skills.

## Data Maturity

32% agree they have a high level of data maturity in HR.

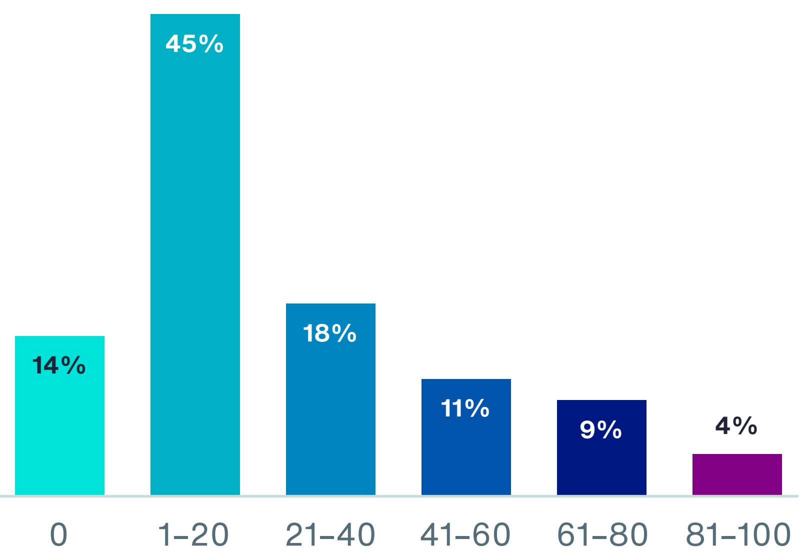
## Compensation Benchmark

22% have not benchmarked compensation in the last year.

## Critical Workforce Skills

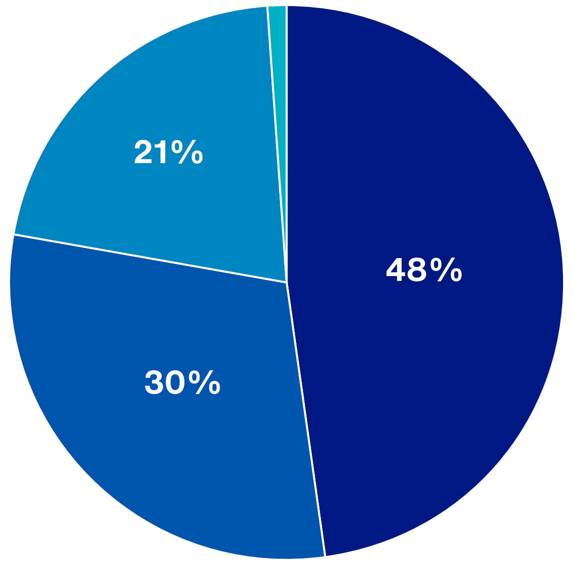
**Adaptability and Change Management** is considered the most critical skill to organizational success over the next three years.

## AI Reskilling/Upskilling




% of the workforce that has participated in AI reskilling/upskilling programs in last 12 months.

## AI Adoption Stage




- Deployed 48%
- Piloting 30%
- Pre-implementation 21%
- Not actively using 1%

## AI's Impact

81% agree AI will automate some tasks, but existing roles will still be necessary.

92% agree AI will create new opportunities and require new skills in their field.

37% agree AI will significantly replace jobs in their field.

**Key**

= Equally Ranked

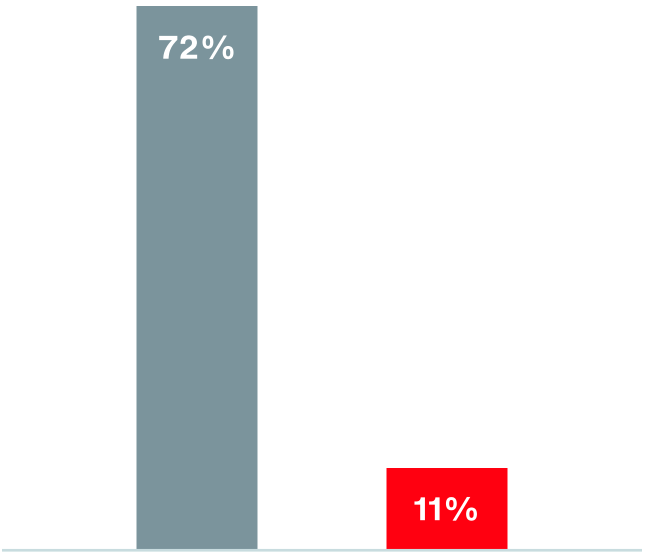
Percentages are rounded so may not add to 100%

## Employer Benefits: Aspiration Versus Perception

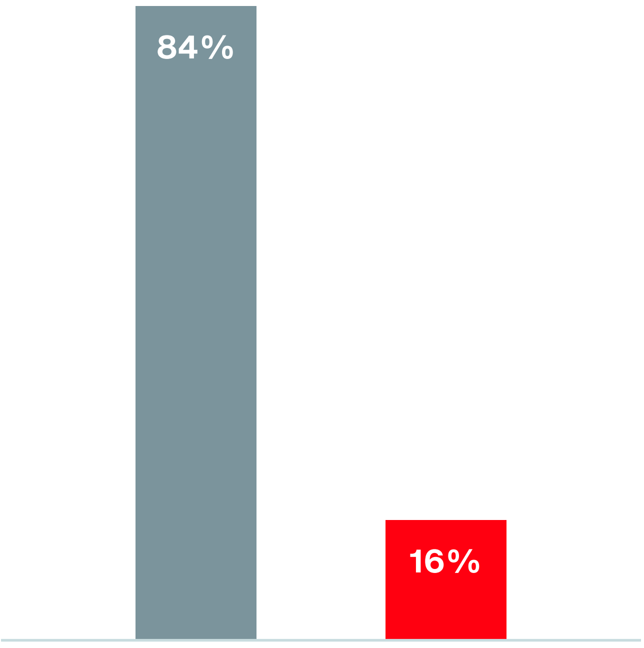
What employers believe they should support

What employees state they receive
(Data from the Employee Sentiment Study 2025)

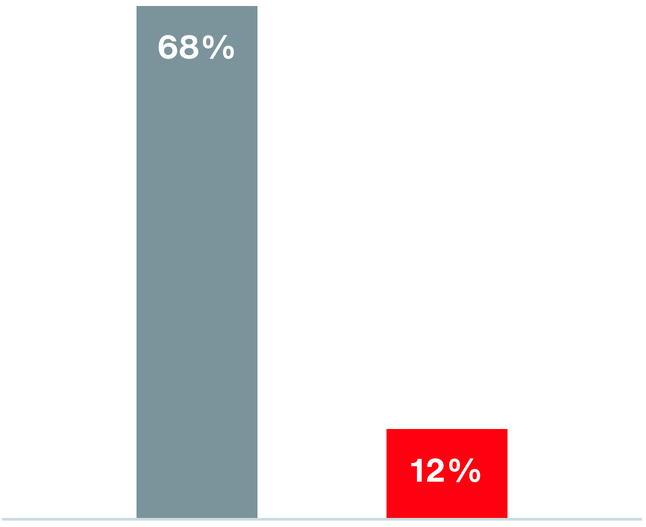
### Childcare



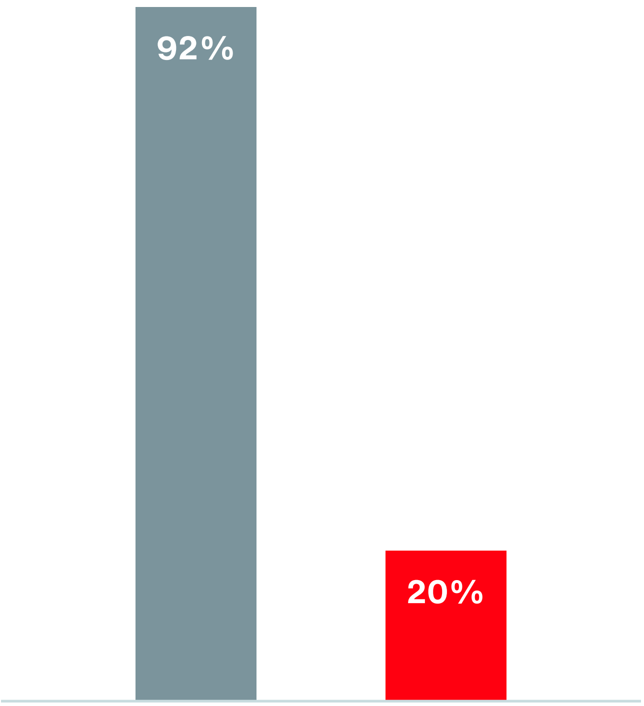

### Women's Health



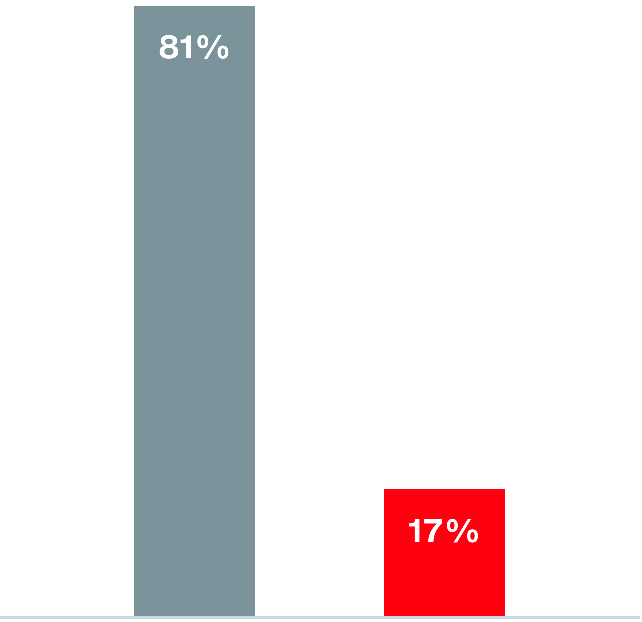

### Family Forming/Fertility




### Financial Education




### Financial Advice




## Wellbeing Strategy

96% have confidence that their organization's wellbeing strategy is meeting the needs of their workforce.

## Wellbeing Commitment

21% say that their leadership's commitment to employee wellbeing is strong and visible.

## Gender Retirement Savings Gap

21% agree that they are putting in place initiatives to address the gender retirement savings gap.

## Employee Retirement

44% are not concerned about their employees not being able to afford to retire.

## Climate Impact

45% are not investing in employees' health and wellbeing in relation to the impact of weather/climate.

## Sustainable Investments

32% say it is important for their organization to consider climate impacts when making decisions about retirement fund investments.

## Top 3 Total Rewards Communications Channels

1. Email

2= Internal company website/intranet

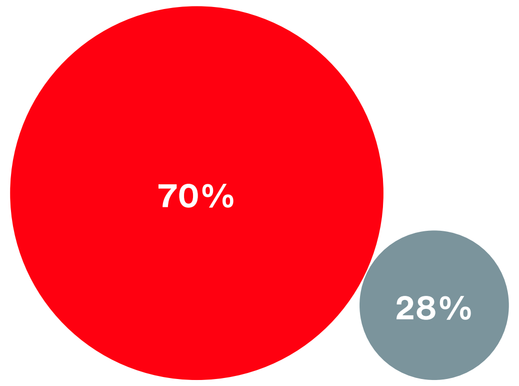
2= 1-on-1 meetings

3. Company benefits portal

## Top Communication Barrier

#1 Information overload/competing priorities.

## Customized Benefits

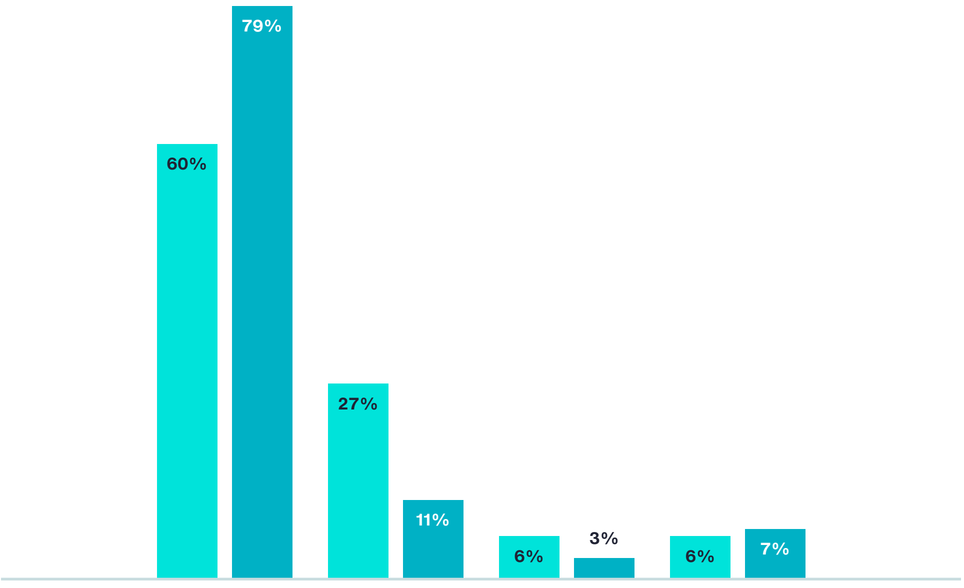



Employees who think it is important/extremely important to customize employee benefits

Employers offering customized benefits

## Working Location Style

All-Industry Benchmark



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**Find out more and access the full Human Capital Trends Study at**
**www.aon.com/en/insights/reports/human-capital-trends-study**

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