



SELBY JENNINGS

PART OF PHAIDON INTERNATIONAL ▼

MARKET UPDATE

# Insuring the Future



INDUSTRY  
INSIGHTS

5 key takeaways on the evolving  
Insurance & Actuarial workforce

**2023  
USA**



## Contents

### 03 Introduction

#### Key Takeaways

The sub-sector trends to know about

### 04 • Property & Casualty

### 05 • Health

### 06 • Life & Annuity

### 07 Compensation movements

### 08 In-demand skillsets

- Experience in key vehicles
- New skills
- Designations

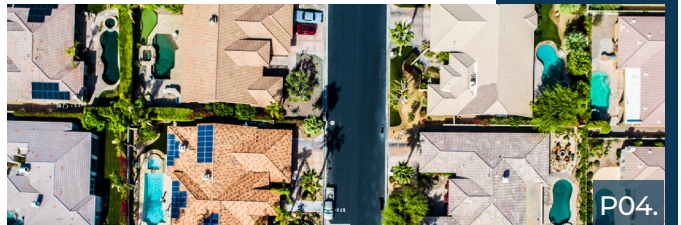
### 09 Flexibility and the industry's next chapter

Exploring ED&I & the workforce of tomorrow

### 10 Summary

### 11 About us

### 12 Contact us



Property & Casualty

P04.



Health

P05.



Compensation movements

P07.



Flexibility and the industry's next chapter

P09.



## Introduction

Insurance is a dynamic and ever-evolving industry, and as it faces its next chapter, approaches to hiring and its workforce of tomorrow is also changing.

As many Financial Sciences & Services sectors have experienced, insurance has been gripped by both challenges and innovations in recent years. Macroeconomic events and a global climate crisis, as well as new entrants, flexible working structures, and career expectations to name a few, are facets that have been a disruptive force for the insurance sector, also impacting the talent market and hiring practices.

Analyzing this evolution has resulted in our report, compiling 5 key takeaways for both those hiring in the insurance sector, and professionals considering their next career

opportunity. Firstly looking at sub-sector trends in property & casualty, health, and life & annuity, we then move into a deep dive on compensation, and the sought after, highly in-demand skillsets. Examining the importance of flexible working, we also take a closer look at exploring ED&I (Equity, Diversity, and Inclusion) and the workforce of tomorrow.

**Providing a comprehensive overview of talent and hiring trends in the insurance industry, this report highlights key areas for businesses and professionals to focus on, in order to stay competitive and successful.**

Regardless of what the future may bring, here at Selby Jennings we expect to see insurance leaders adapt to the everchanging market, remaining at the cutting edge as always.



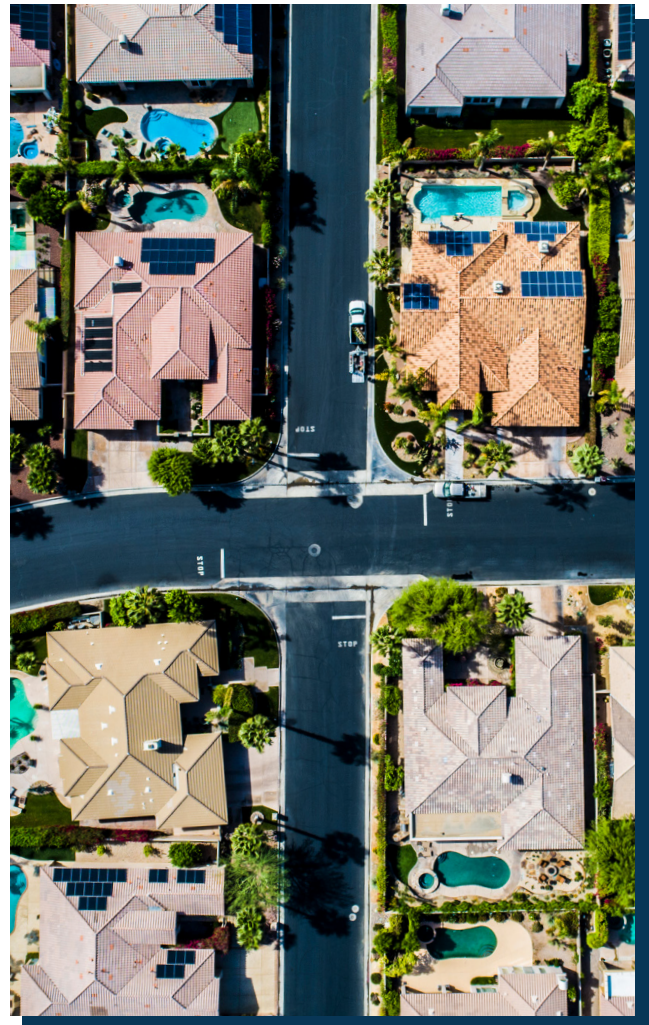
## 1 The sub-sector trends to know about

### PROPERTY & CASUALTY

Talent strategies have been trickier to execute with the context of natural disasters across the US. The property & casualty sector has been inundated due to unfortunate hurricanes and tropical storms impacting the market, with an abundance of individuals buying homeowner and flood insurance.

A major challenge to the insurance industry impacting its future is climate change, as global warming makes critical weather events even more unpredictable, increasing the chances of devastating damage<sup>1</sup>. FAIR plans, state-run insurance plans that cover people who cannot buy insurance, have grown astronomically in recent years, impacting the insurance industry with less policies in riskier states. However, one way the industry aims to overcome climate change risk is to invest in modelling and analysis of weather anomalies. Underwriting innovation, and encouraging customers to increase the resilience of their infrastructures are other ways insurance can adapt to climate risk.

Roads may have been quieter in recent years due to the drop in commuting caused by the pandemic, but auto insurance is recovering.



We have still seen insurance professionals making a switch into other P&C products, such as commercial property, professional liability, general liability, among others.

**Throughout the US, new insurtech firms have popped up and are driving hiring activity. These insurtech products have allowed teams to leverage advanced technologies to streamline operations, cut costs, and provide an agile service.**

With digital technologies, consumers can now access insurance at the click of a button, which, in a nutshell, has dramatically changed the insurance industry and increased the need for business-critical talent to service this demand.



## I The sub-sector trends to know about

### HEALTH

Hiring in the health sector has been strong, with the market expected to surpass US\$3.312.1 billion by 2030<sup>ii</sup>. Apple is even planning to offer health insurance as early as next year, as it looks to build on the data it gathers via its Apple Watch, one analyst has predicted<sup>iii</sup>.

Medicare Advantage talent acquisition has remained buoyant, and is seeing a huge uplift in headcount across key players. Such programs have exploded across many states, and on the back of these market changes, consulting actuaries were widely sought after – the backbone to help keep health insurance organizations on the right footing.

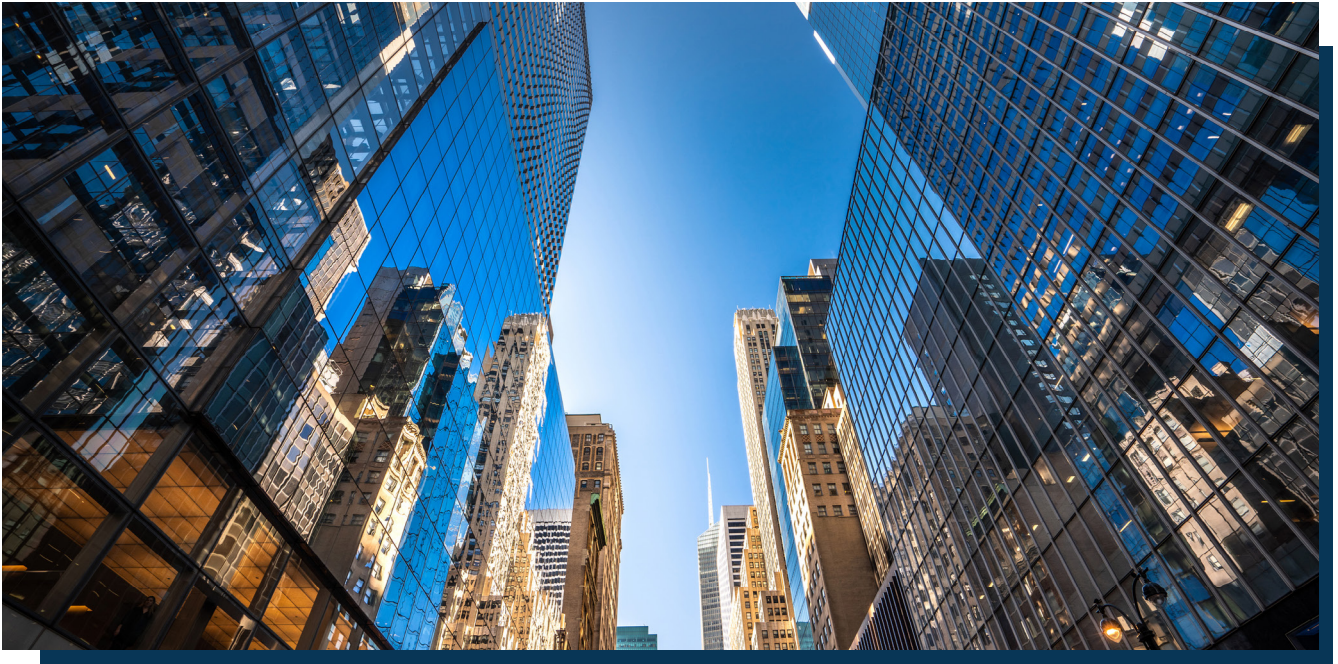
2023 marks the 10th year of the Affordable Care Act, with the individual market remaining fluid and changeable, but ever-growing, with participation increasing across all insurer categories<sup>iv</sup>.

In similarity to property & casualty, forward-thinking insurtech companies have also

dominated the health field. Start-ups are pushing the boundaries on automation and touchless processes, and through innovation and funding, headcount needs simultaneously accelerated. Consulting firms were noisy and due to the nature of their work, many are looking to up the ante on their talent acquisition efforts.

**Due to the rise of insurtechs, we saw an increase in hiring for California-based companies. The Midwest and Northeast continued to have the biggest hiring trend, due to the top health insurers and top consulting firms being based here, respectively.**

Despite a thriving few years, health insurance is facing a talent shortage, with retention of key talent a real challenge to growth opportunities. Firms need to focus on attracting talent to their organizations through a variety of benefits and demonstrating upward mobility.



## 1 The sub-sector trends to know about

### LIFE & ANNUITY

The global pandemic highlighted how quickly life could turn upside down overnight, and therefore how financial protection in the form of life insurance was of upmost importance. More people have an acute awareness of personal risks to them, including uncertainty around socially funded benefits in the US<sup>9</sup>. This is in turn creating opportunities for insurers.

Firms are investing in digital innovations and cloud solutions to capitalize on this new worldwide risk awareness, and with this comes the need for top talent to push the industry forward.

We are seeing more companies also transitioning from fully remote to a hybrid schedule/back in office full-time. Remote is still very common for companies in the Midwest and for companies based outside of major cities.

**Large deals in the last year or so have truly elevated private equity backed reinsurers in US life & annuity market, creating a feeling of optimism, despite difficult macroeconomic conditions more recently. Businesses are jumping on this evolving market and hiring strategically, causing a spike in talent demand.**

As we activate more passive talent, remote work remains at the top of every candidate list. The convenience of work-life balance paired with upward flexibility from home attracts the most passive of talent. When candidates need to relocate for the job, consulting firms, direct insurers, as well as reinsurers, have been increasing compensation even more to remain competitive with the remote shift in the market.

Pushed to reinvent itself to an extent post-Covid, the life & annuity industry is increasingly active, and we only anticipate it growing further.



## 2 Compensation movements

In a candidate-driven market, some firms can throw the metaphorical rule book out of the window and overlook specific exams that could have previously been an industry requirement to acquire talent they need. Organizations are likely to continue to pay a premium to win over business-critical talent from competitors.

There is an imbalance in the life & annuity industry between the supply and demand of actuarial professionals. As more roles are available than top talent, we are often seeing candidates with 3-4 offers on the table. It's no surprise that compensation has therefore significantly inflated across most insurance verticals.

Historically, for life & annuity as well as health insurance, professionals at all levels of seniority would be awarded, on average, a 5-7%

increase on their base salary. This figure has grown astronomically, with many receiving 7-15% increases on the base salary. With such a competitive market, we anticipate continuous increases to secure and retain top talent.

“

Due to the increase in compensation, we're consequently seeing an increase in professionals looking for new jobs. Previously, actuaries were staying at their employer for 5+ years before moving somewhere else; Now, they are starting a new job search after only 2-3 years at their company. We're seeing a higher increase in compensation for those who move externally, compared to those who move up internally.”

Taylor Carrasco,  
Executive Director





# 3

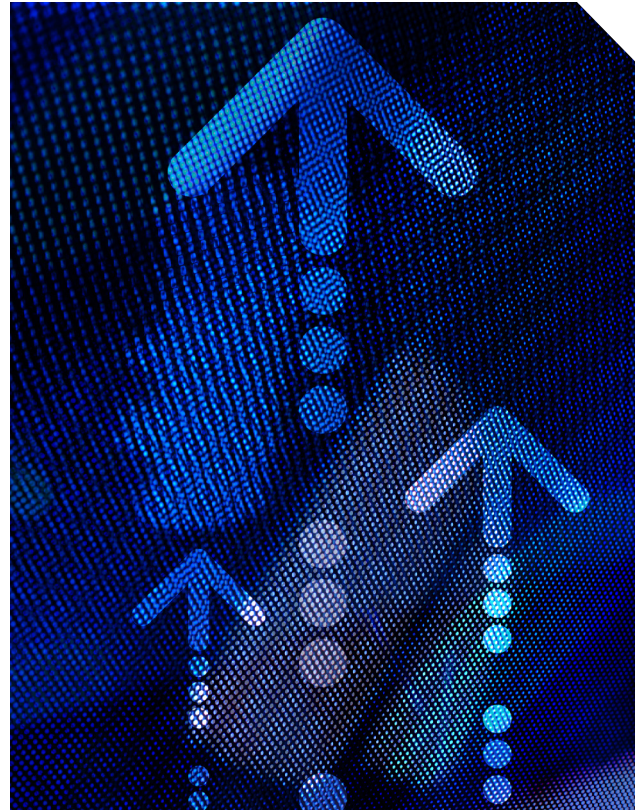
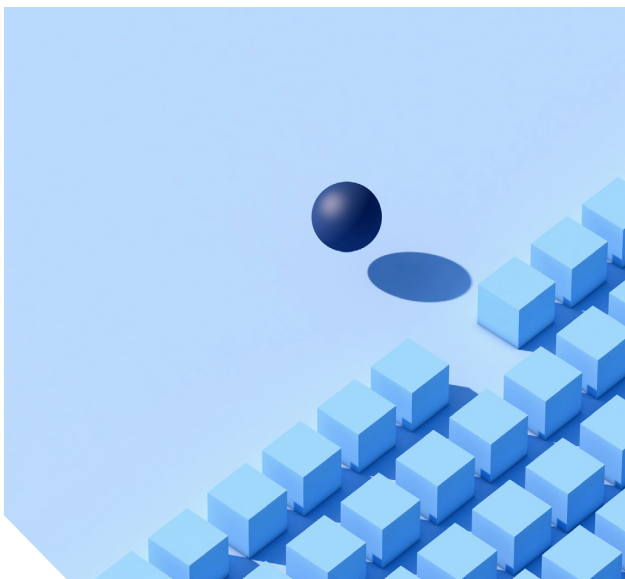
## In-demand skillsets shaping the insurance industry

### EXPERIENCE IN KEY VERTICALS

In health insurance, with the continual spike in Medicare, we forecast a huge shift towards this area and Medicaid in 2023, and beyond. With the way that the market has evolved, it's possible that actuaries with experience in Medicare will be in-demand, especially as bid season is fast approaching. Alongside proficiency in risk adjustment, the Society of Actuaries (SOA) recently added a new exam for predictive analytics.

### NEW SKILLS

The Society of Actuaries (SOA) in recent years has added more exams and changes, updating its curriculum to meet employers and insurers' needs<sup>vi</sup>. It has added in a course on data science and predictive analytics, as well as incorporating adaptability skills, and introducing micro-credentials. Top talent with demonstrable skills in these areas are highly sought after, and so employers must be able to showcase compelling offers, with strong benefits packages as well as competitive compensation.



### DESIGNATIONS

As always, for the property & casualty sector the key modelling skillsets going are R and Python. The surge in digitalization due to the pandemic led to a 38% increase in global cyber-attacks<sup>vii</sup>, prompting organizations to reevaluate their cyber security capabilities.

**This rise in cyber and ransomware attacks might result in a boom in cyber insurance and simultaneously an increased need for the specialists, with a minimum of 2-3 years in underwriting, to better service this demand.**

In addition to fluency in modelling, designations from Associates of the Casualty Actuary Society (ACAS) and Fellowship of the Casualty Actuary Society (FCAS), has importance to employers and is therefore significant currency in the market.



## 4 Flexibility and the industry's next chapter

Historically, flexible working has not been a hallmark of Financial Services, but with many financial institutions having already adopted, or expecting to adopt a mix of remote and office working as part of their longer-term strategies, the landscape appears to be shifting.

As the world of work continues to evolve, how can insurance firms remain ahead of the curve? The future is truly flexible – we are constantly advising our clients to integrate flexible ways of working into their business models. It's clear that the flexible working paradigm is of importance in candidate decision-making, and for employers, this should certainly be considered as a strategy to attract and retain talent.

**In our latest report on flexible working, insurance was one of the most flexible sectors in Financial Sciences & Services, with 43% of clients we surveyed in the US offering remote working flexibility.**



**DISCOVER THE INSIGHTS**



## 5 Exploring ED&I & the workforce of tomorrow

Having a diverse workforce according to various studies can lead to increased innovation and productivity, and here at Selby Jennings we believe that you can change the conversation in the workplace from 'Why invest in diversity?' to 'Can we afford not to?'.

The insurance sector will continue to play a vital role to push the needle forward, both internally and externally for improving equality, diversity, and inclusion. Society of Actuaries (SOA) have made great strides to promote diversity, beginning at education through to career level, working with networking groups to attract diverse/female candidates to the profession. From sharing insights into the life of an actuary, to all the opportunities available, SOA aims to drive awareness and help build the future pipeline of women into the industry.

From a talent perspective, we have witnessed many of our clients using redacted resumes and switching pronouns in communication as ways to eliminate unconscious bias in the interview process.



## Summary

As the insurance industry profoundly transforms, sub-sectors across property & casualty, health, and life & annuity are adapting, creating new demands for talent, and exacerbating the need for innovatively skilled professionals. In regards to ED&I, organizations flourish when they embrace diversity. Corporate reputation, doing the 'right thing' and consideration for the bottom line are not competing outcomes, and when they successfully align, organizations will have the best conditions to improve diversity in the workplace.

Flexible working is here to stay, with the insurance industry highly embracing remote working. Also rooted is the requirement for the brightest and boldest minds in insurance. To attract the workforce of today and tomorrow, businesses must adapt to the changes, and also alter their hiring processes as part of these adjustments.

A speedy interview process is critical to secure market-leading professionals. Not only is an efficient interview process more cost-effective, but in today's market that is deeply driven by candidates, often with competing offers on the table, laggard processes simply won't cut it.

**The most profound example of fast-tracked hiring in action is in life & annuity, where we have seen consulting firms streamline their interview processes and condense them into 2-3 stages in contrast to the traditional 3-5 rounds.**

So while our five key takeaways help to identify this year's hiring trends impacting the industry, it is always imperative to hire quick, and hire smart.



## About Selby Jennings

We support the Financial Sciences & Services industry with talent that can truly shape the future of a business.

Whether that be insurance professionals analyzing the associated risks to companies and policyholders, or actuary specialists leading the charge on evaluating financial exposures, we are here to build the right team for you, and have been doing so for nearly 20 years.

As an award-winning talent partner working with the world's largest financial institutions to revolutionary fintech start-ups with all their hiring needs, we have developed relationships with the brightest and boldest minds in banking and finance, and deliver this talent to leading, innovative organizations around the world.

## OUR SPECIALISMS

- Quantitative Analytics, Research & Trading
- Risk Management
- Financial Technology
- Insurance & Actuarial
- Compliance
- Investment Banking
- Investment Management
- Internal Controls
- Sales & Trading
- Wealth Management



## Contact Selby Jennings

UPLOAD YOUR RESUME

SUBMIT A VACANCY

NEW OPPORTUNITIES

### Taylor Carrasco

Executive Director, National Head of Insurance

**[taylor.carrasco@selbyjennings.com](mailto:taylor.carrasco@selbyjennings.com)**

---

### Nicole Mahoney

Vice President, Head of Life & Annuity

**[nicole.mahoney@selbyjennings.com](mailto:nicole.mahoney@selbyjennings.com)**

---

### Chase Rose

Vice President, Head of Health Insurance

**[chase.rose@selbyjennings.com](mailto:chase.rose@selbyjennings.com)**

---

### Lauren Hankins

Vice President, Property & Casualty Insurance

**[lauren.hankins@selbyjennings.com](mailto:lauren.hankins@selbyjennings.com)**

---

### Sam King

Vice President, Property & Casualty

**[samuel.king@selbyjennings.com](mailto:samuel.king@selbyjennings.com)**

---

### Corinne Wilson

Associate Vice President

**[corinne.wilson@phaidoninternational.com](mailto:corinne.wilson@phaidoninternational.com)**



[info@selbyjennings.com](mailto:info@selbyjennings.com)



Selby Jennings



[selbyjennings.com](http://selbyjennings.com)



**i** <https://www.scientificamerican.com/article/climate-change-is-destabilizing-insurance-industry/>

**ii** <https://www.digitaljournal.com/pr/news/health-insurance-market-is-anticipated-to-surpass-us-3-312-1-billion-by-2030-data-analysis-by-experts-growth-plus-reports>

**iii** <https://www.forbes.com/sites/barrycollins/2022/10/18/apple-will-launch-health-insurance--in-2024-says-analyst/?sh=7966432f62db>

**iv** <https://www.mckinsey.com/industries/healthcare/our-insights/the-individual-health-insurance-market-in-2023>

**v** <https://www.mckinsey.com/industries/financial-services/our-insights/global-insurance-report-2023-reimagining-life-insurance>

**vi** <https://www.insurancebusinessmag.com/us/news/breaking-news/the-soa-updates-curriculum-to-meet-insurers-needs-313061.aspx>

**vii** <https://www.securitymagazine.com/articles/98810-global-cyberattacks-increased-38-in-2022>