



CENTER FOR FINANCIAL SERVICES

# 2024 insurance outlook: Elevating industry's purpose

Insurers evolving to address changing operating environment and precipitate even greater societal impact



## Consideration for strategic planning



### Technology

AI and analytics opening new avenues to enhance and personalize the customer experience



### Sustainability

Insurers could look to reform brand perception through ambassadorship



### Human capital

Technology and culture modernization activate focus on workforce transformation



### M&A

Activity slowing, but insurers should prepare for a potential uptick



### Finance and tax

Accounting and tax rule changes should spur wider ranging operational innovations

## 2024 insurance outlook

To develop this year's outlook the [Deloitte Center for Financial Services](#) conducted a series of interviews with insurance executives across business functions as well as Deloitte leaders with direct experience working with a wide variety of carriers.

### View the full report at:

[www2.deloitte.com/insuranceoutlook](http://www2.deloitte.com/insuranceoutlook)

## Changing perceptions is the path to the future

While the insurance industry has consistently made a positive contribution to society by distributing risk to help reduce financial uncertainty and make accidental loss manageable, there often remains a mismatch with society's perception of its mission.

However, the industry is at the precipice of considerable transformation going into 2024, gearing up to augment its overall mission to the benefit of employees, society, and even our planet. This may be the formerly elusive game-changing moment that elevates the role and understanding of the insurer in the lives of its clients and communities.

## Becoming a truly customer-centric industry



- Escalating frequency and severity of global risks—from climate change to cybercrime—is intensifying focus on the insurance industry's capacity and readiness to react as society's "financial safety nets."



- Most insurers are realizing that reacting to risks may not be good enough and are undertaking transformation efforts aimed at preventing losses from happening in the first place.



- This shift to a more customer-centric business model will likely require advanced technology adoption and modification of company culture to help minimize siloed interactions, enhance collaboration among employees, and increase accessibility of customer data, but skillsets may need to be augmented.



- A fundamental mission underlying much of this change is that the industry's role is pivoting to that of a sustainability ambassador, influencing and propelling purpose-driven decisions and strategies of clients across industries to create a better workplace, marketplace, and society.

## Contacts



### Karl Hersch

National Insurance Leader  
Principal  
Deloitte & Touche LLP  
+1 908 377 6365  
[khersch@deloitte.com](mailto:khersch@deloitte.com)



### Michelle Canaan

Research Senior Manager  
Deloitte Center for Financial Services  
Deloitte Services LLP  
+1 212 436 3291  
[mcanaan@deloitte.com](mailto:mcanaan@deloitte.com)



### Santosh Kutty

US L&A/Group Insurance Technology Leader  
Principal  
Deloitte Consulting LLP  
+1 773 387 9074  
[sakutty@deloitte.com](mailto:sakutty@deloitte.com)