

MARGARET'S INSIDER VIEW

AGING WORKFORCE



- ✓ Insurance employs **169,000** aged **65+**.
- ✓ The insurance median age **45 yrs.** vs. **median age 42 yrs.** for others.

SUCCESSION PLANNING



- ✓ **62%** of insurance companies DO NOT have **CEO succession plan**
- ✓ **70 percent** of organizations would be **unable to immediately have a new CEO in place in event of an emergency**



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Overall Unemployment

3.8%

RISE OF THE CANDIDATE MARKET

Insurance

1.5%

Millennials and Gen Z are key.
Forward-thinking **mindsets win!**

DIVERSITY AND INCLUSION ACTION



97 percent of companies now have a D&I strategy in place.



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VUCA Landscape

- ✓ Volatile
- ✓ Uncertain
- ✓ Complex
- ✓ Ambiguous

CHANGING WORKFORCE

By 2022, global mobile workforce is expected to reach **1.87 billion**, accounting for **42.5%** of the worldwide workforce.

Source: Strategy Analytics

BIRTH OF THE AGILE LEADER



Boundaryless

Self-Aware

Collaborative

Networked

Adaptable

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