



2025 Global Priorities Survey

Methodology

Objective

To provide a comprehensive assessment and overview of the top concerns of insurance industry executives.

Methodology

Online survey to 19,970 executives associated with:

- ▶ **International Insurance Society (IIS)**
- ▶ **Pacific Insurance Conference (PIC)**
- ▶ **The Institutes (TI)**
- ▶ **Insurance Thought Leadership (ITL)**

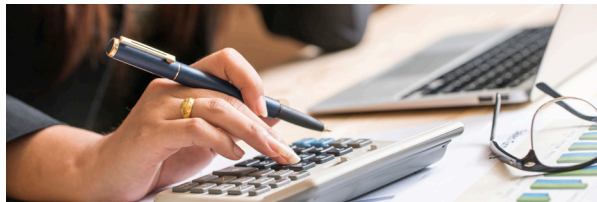
An open link survey was also distributed to The Insurance Information Institute contacts.

Results

Respondents were asked to select their top three issues across six categories of external and internal priorities: Economic, Political and Legal, Social and Environmental, Operational, Technology and Innovation, Business and Financial. Respondents were also asked to rank their growth opportunities.

Outcome

Top issues that executives were focused on addressing in 2025 included: inflation, cyber security, climate risk, operational efficiency, artificial intelligence, and expense management.



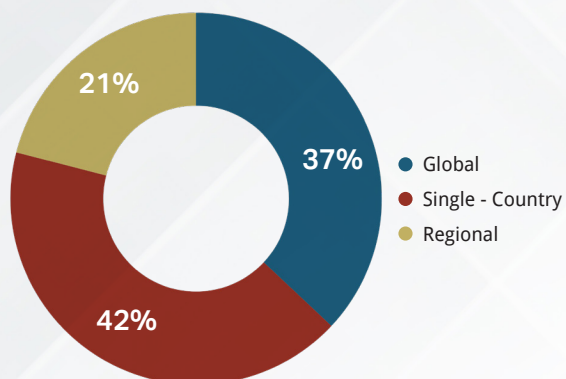
Collaboration

The International Insurance Society is affiliated with The Institutes. The IIS collaborated with The Institutes to conduct this survey, along with several affiliates. These include the Insurance Information Institute, Insurance Thought Leadership, and Pacific Insurance Conference.

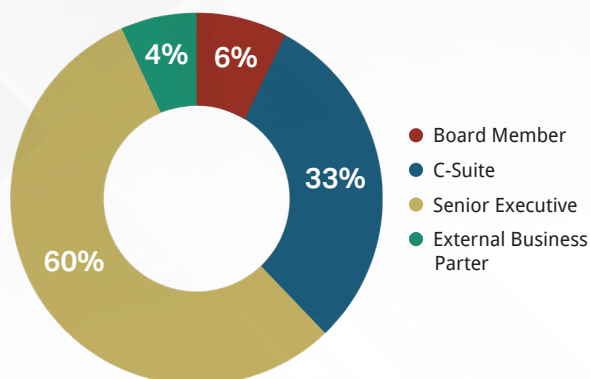
Who Responded to the Survey?

Respondent Demographics

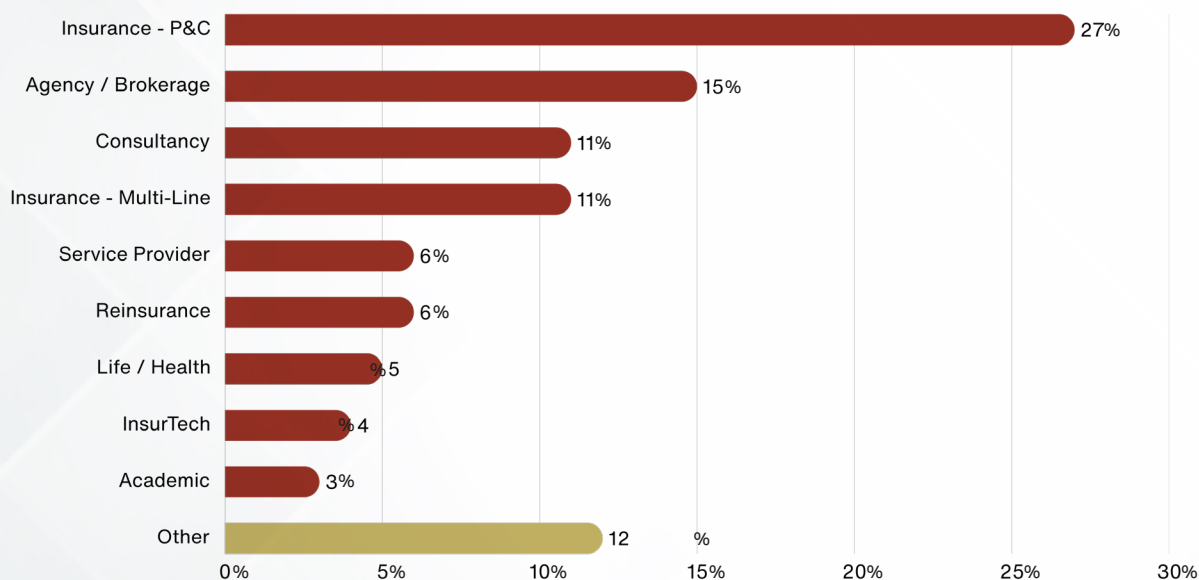
Company Scope



Respondent Role



Company Type



Other responses included people who worked in:

- ▶ Risk Management
- ▶ Insurance – Health
- ▶ Bancassurance
- ▶ Think Tank / Association / Non-profit
- ▶ Asset Management
- ▶ Regulator / Government
- ▶ Financial Services

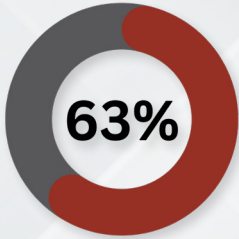
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Abstract

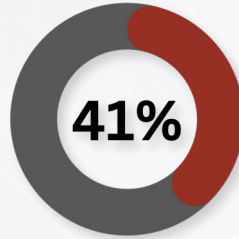
- ▶ **The Rise of Artificial Intelligence.** In 2025, artificial intelligence (AI) has emerged as the single most important priority among industry executives, surpassing inflation for the first time in recent years. Two-thirds of executives now place AI at the top of their technology and innovation agendas, representing a steady climb from just 17% in 2021. This accelerated focus is driven by the growing realization that AI can streamline operations, enhance data analytics, and open new avenues for product innovation, all of which are seen as critical for staying competitive in an evolving business landscape. One executive described the benefits of AI to their bottom line: “These tools enhance forecasting capabilities by allowing for deeper insights into trends and potential future risks. By empowering themselves with robust analytics, organizations can improve their strategic planning and risk management efforts, ultimately driving better business outcomes.”
- ▶ **Technological Advancements.** Beyond AI, the broader emphasis on technological advancement has also experienced significant growth. Forty-one percent of respondents now view technological advancement as a top social and environmental priority, continuing its rise from only 12% in 2021. This increased focus reflects a desire to harness innovations ranging from machine learning tools to sophisticated cybersecurity solutions. While concerns over the speed of technological advancement have eased, executives recognize that robust digital strategies—especially those that employ AI—are essential for risk mitigation, service personalization, and responding to consumer demands.
- ▶ **Using Tech to Drive Efficiencies.** Internal and external issues are also seeing a big technological focus in 2025. The top three operational priorities include data analysis capabilities, technological modernization, and, for the second year in a row, operational efficiency tops the list, with artificial intelligence being a major driver there. One executive writes: “Insurers need to continually streamline operations to remain profitable and competitive. This involves automating manual processes, improving claims management workflows, and investing in technologies that reduce operational costs (such as AI).” Meanwhile, cyber security, though experiencing a gradual decrease in prioritization over the past few years, remains the most critical political and legal concern.
- ▶ **Economic and Climate Concerns.** In addition to technological issues, other external challenges remain top-of-mind. Inflation holds the highest economic priority for the fourth consecutive year, with 63% of respondents citing it among their top three issues. Climate risk continues to top the social and environmental category, but the gap between this issue and technological advancement has narrowed considerably as AI becomes ever more central to strategic decision-making. Concerns over an aging workforce have almost doubled year-over-year but, generally speaking, employment issues such as workforce readiness, workforce structure, DEI, and employee health and safety remain lower priority issues.
- ▶ **Growing forward.** Despite these hurdles, companies remain optimistic about growth. Product innovation and acquiring new customers lead the list of growth opportunities, underscoring a forward-looking approach that leans heavily on data-driven strategies. While overall preparedness for growth initiatives remains high, a slight uptick in executives who feel unprepared highlights the ongoing need for strategic planning and resource allocation. Moving into 2025, organizations appear poised to navigate a complex landscape by focusing on technological innovation—particularly AI—and by balancing the mounting external pressures of inflation, cyber threats, and climate risks with the pressing internal imperatives of efficiency and expense management.

External Priorities

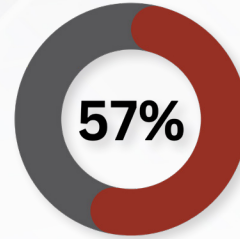
Key Findings



said that **inflation** was a top-three economic priority – the highest external priority for the fourth year in a row.



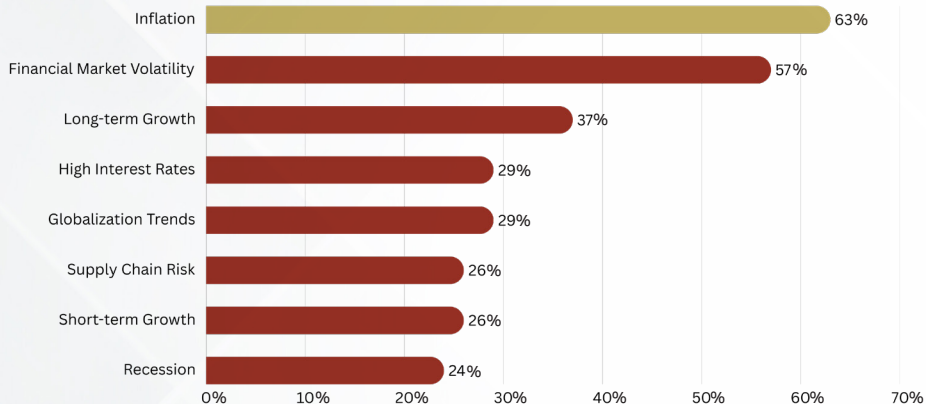
said their companies are focused on addressing **technological advancements** in 2025. This is a 16%-point increase from 2024.



said that **cyber security** was a top-three political and legal priority – down from 75% in 2021, though still the top priority in its category.

Inflation Remains Top Priority for 2025

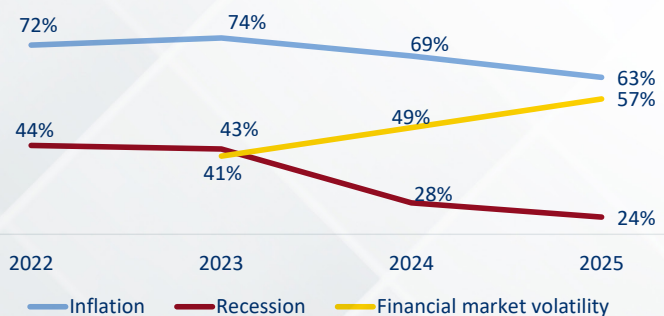
Economic Priorities



- **Inflation** is the highest external priority for the fourth year in a row.
- While **Recession** has fallen to last place among economic priorities, it remains a priority for about a quarter of all respondents.

Financial Market Volatility Concerns Grow; Recession Fears Fade

Changes in Economic Priorities

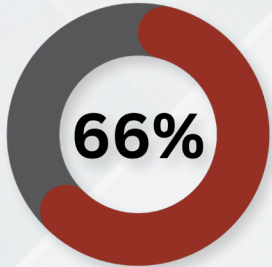


- **Financial market volatility** is increasingly a priority for companies since being included in this report in 2023.
- **Recession** concerns continue to fade from their pandemic highs.

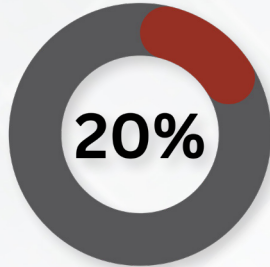
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Internal Priorities

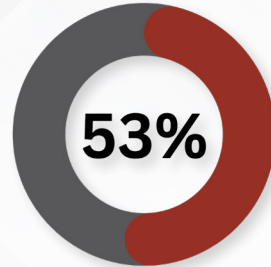
Key Findings



said **artificial intelligence** is the top technology and innovation priority for 2025 – up from 17% in 2021 and now the top overall priority across all categories.



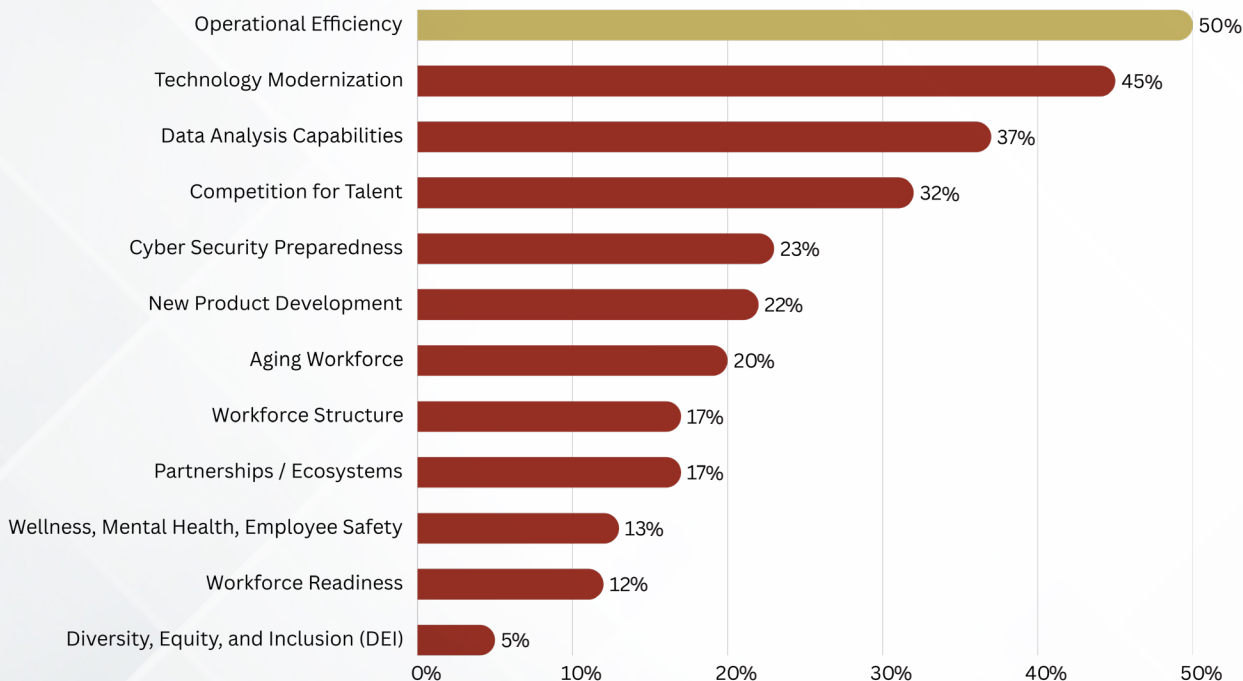
said an **aging workforce** is a top-three operational priority for 2025 – nearly double the rate from 2024.



said that **expense management** is a top-three business and financial priority – up from 27% in 2021.

Operational Efficiency is Top Priority for Second Year in a Row

Economic Priorities



- ▶ **Operational efficiency** is the top operational priority with half of executives saying they'll be prioritizing it this year.
- ▶ The rank of the top-three operational priorities is unchanged from 2024.

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Internal Priorities

Aging Workforce Prioritization Nearly Doubles Year-Over-Year

Changes in Operational Priorities



- ▶ **Aging workforce** nearly doubled as a prioritization among executives since last year when only 11% were prioritizing it.
- ▶ **Operational efficiency** as a priority declined 8%-points after sharply rising 23%-points last year.

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