



# Manpower Update Report

## Insurance Industry

# 2024



## **ACKNOWLEDGEMENT**

The Insurance Training Board would like to express its gratitude to the members of the focus group for their valuable time and insights on the manpower situation in the insurance industry. Special thanks go to the CPJobs and CTgoodjobs which shared with us their database of job vacancies. The views of focus group members and information from major recruitment websites formed an integral part of this report.



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# Introduction

## Background

The Insurance Training Board (INTB) of the Vocational Training Council (VTC) is appointed by the Government of the HKSAR. According to its Terms of Reference, the INTB is responsible for determining the manpower demand of the industry, assessing whether the manpower supply matches manpower demand, and recommending to the VTC the development of vocational and professional education and training (VPET) facilities to meet the assessed training needs.

Under the current approach for conducting manpower survey, a full manpower survey will be conducted once every four years, supplemented by periodic information updates through focus group meetings and desk research.

The INTB completed its latest manpower survey in 2021. Two manpower update reports will be produced during the period between 2023 and 2024.

The 2024 manpower information update comprises:

- (a) two focus group meetings to get the views of industry experts on the latest developments in the insurance industry, manpower situation and training needs, recruitment difficulties, and measures to tackle the challenges the industry face; and
- (b) desk research analysing job advisements including qualifications, experience and skills required, and salaries offered by the principal jobs in the insurance industry.

## Objectives

The objectives of the manpower update are:

- (i) to examine the latest trends and developments in the industry;
- (ii) to explore the job market situation and training needs;
- (iii) to identify the recruitment challenges; and
- (iv) to recommend measures to meet the training needs and to ease the problem of manpower shortage.

# Methodology

## Overview

With reference to the 2021 full manpower survey of the insurance industry, this update report aims to provide qualitative descriptions of the recent development of the industry through focus group meetings, supplemented by making reference to some quantitative data of recruitment advertisements from desk research.

## Focus Group Meeting

The focus group members are representatives from seven sectors of the insurance industry, including:

- i) Life insurer;
- ii) General insurer;
- iii) Reinsurers / captive insurers;
- iv) General insurance broker;
- v) Life-tied agent;
- vi) Company agency; and
- vii) Independent financial advisor sector.

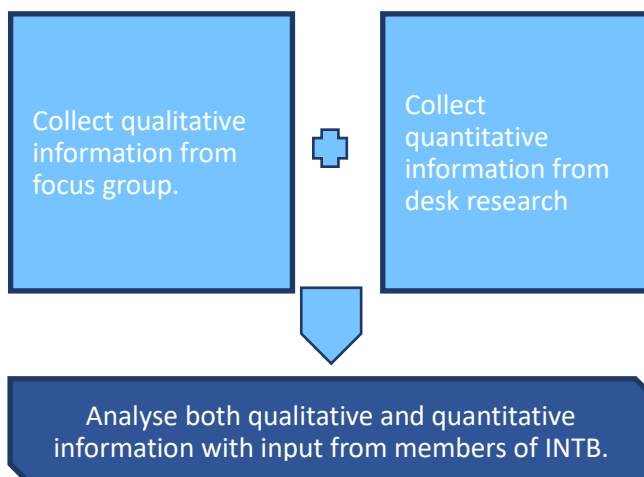
Two focus group meetings were conducted on 7 and 9 May 2024. The secretariat staff served as the moderator and led members to in-depth discussions on topics selected by the INTB. The discussions at the meeting were recorded and transcribed to facilitate analysis.

## Desk Research

Recruitment records covering the period between Quarter 3 of 2023 and Quarter 2 of 2024 were collected through desk research by quarter. An employment information system was developed to capture the relevant recruitment data from major online recruitment portals. Some 11,036 recruitment records were collected during the research period and served as indicative information of the job market trend. The list of related companies under the Hong Kong Standard Industrial Classification was mapped to remove duplicated records.

## Data Analysis

The analysis consists of the following three steps:



## Limitations

As this is not a full manpower survey, the findings and recommendations of the focus group meeting are more qualitative in nature and the report focuses mainly on the manpower trends. The information on job advertisements was collected from major recruitment websites and the Labour Department. Other channels, such as headhunting for managerial positions, were not covered. Since the data collected is a snapshot of a particular period without reference to any historical data, this can serve as reference information supplementary to the findings of the focus group meetings.

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# Findings

## Factors Affecting the Development of the Insurance Industry

To gain an understanding of the factors influencing recent developments or changes in various branches of the insurance industry, focus group members were invited to share their views. The INTB then organised the information obtained from the focus group into the following areas.

### Business Environment

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Under China's 14<sup>th</sup> Five-Year Plan and dual circulation strategy, Hong Kong was strategically positioned to serve as an international financial and risk management centre. The 2024-25 Budget reinforced Hong Kong's role as a captive insurance domicile and insurance-linked securities (ILS) issuance platform. The Budget included measures to promote the development of captive insurers and ILS in Hong Kong and invited Mainland and overseas enterprises to establish captive insurers to enhance corporate risk management.

Following the Budget, the World Bank issued its largest ever sovereign-sponsored cat bond in Hong Kong in March 2023, providing the Chilean government with \$350 million of earthquake protection.

This landmark deal was the first insurance-linked security listed on the Hong Kong Stock Exchange. Additionally, in May 2024, the World Bank issued another cat bond worth \$150 million in Hong Kong to cover Jamaican storm risks over four hurricane seasons. The Insurance Authority said they would dedicate efforts to forging an ecosystem that nourished institutional investors, data modelling capabilities, and professional talents<sup>a</sup>.

The Focus Group shared that the insurance industry had been impacted by high interest rates, a strong US dollar, geopolitical tensions, and government policies. Although high interest rates threatened insurer investments and capital adequacy, they incentivised savings products, benefiting life insurers. The strong US dollar increased overseas travel from Hong Kong, driving demand for travel insurance.

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<sup>a</sup> Source: "Insurance Authority welcomes World Bank's second issuance and listing of catastrophe bond in Hong Kong". Insurance Authority (6 May 2024)  
[https://www.ia.org.hk/en/infocenter/press\\_releases/20240506.html](https://www.ia.org.hk/en/infocenter/press_releases/20240506.html)



However, the weak economy dampened personal accident and general insurance. Insurers tailor products and promotions to capitalise on changing consumer needs. Geopolitical frictions escalated worldwide, amplifying sector risk. Insurers and reinsurers reevaluated potential underwriting losses and investment impairments from economic disruption and proliferating risks. Specifically, insurers assessed the legal, commercial, and operational risks of geopolitical tensions like sanctions. Proactive risk management and mitigation were essential to remain financially resilient amidst increasing global volatility.

## Government Policies and Measures

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The insurance industry in Hong Kong had been gearing up for major changes in 2024 with the implementation of the Risk-based Capital (RBC) regime in July, along with the adoption of IFRS 17. Further to the Memorandum of Understanding signed in 2023, the Insurance Authority (IA) partnered with the Independent Commission Against Corruption (ICAC) for an operation to uphold proper sales practices in the insurance sector in 2024<sup>b</sup>. These initiatives called for insurers to

strengthen their financial robustness, governance, and ethical conduct to thrive amidst regulatory enhancements.

These regulatory changes reshaped personnel needs within the industry. There was a growing demand for risk management professionals to navigate the complexities of the new RBC regime, and accountants skilled in IFRS 17 were crucial for compliance with global accounting standards. Additionally, the role of compliance officers became more critical, as they ensured adherence to ethical standards and regulations.

## Revitalising Markets. Adapting Change

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The Insurance Authority released 2023 provisional statistics showing a 1.1% decrease in total gross premiums to \$549.7 billion<sup>c</sup>. Long-term revenue premiums dropped 1.8% to \$482.4 billion, mainly due to a 34.3% decrease in retirement scheme business from isolated 2022 transactions. However, new office premiums grew 34.2% to \$181 billion, led by a 41.8% increase in non-linked individual life and annuity. Mainland visitor premiums totalled \$59 billion, representing 32.6% of individual business. For general insurance, gross

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<sup>b</sup> Source: “Insurance Authority and ICAC conduct first joint operation against suspected unlicensed selling to Mainland China Visitors”. Insurance Authority (11 April 2024).  
[https://www.ia.org.hk/en/infocenter/press\\_releases/20240411\\_1.html](https://www.ia.org.hk/en/infocenter/press_releases/20240411_1.html)

<sup>c</sup> Source: “Insurance Authority releases provisional statistics of Hong Kong insurance industry in 2023”. Insurance Authority (8 March 2024).  
[https://www.ia.org.hk/en/infocenter/press\\_releases/20240308.html](https://www.ia.org.hk/en/infocenter/press_releases/20240308.html)



and net premiums rose 4.1% and 2.7% to \$67.3 billion and \$43.3 billion, while claims increased 6.8% to \$32.1 billion. This resulted in underwriting profit dropping from \$4.2 billion to \$0.8 billion. On direct business, accident & health and motor premiums grew strongly but mortgage guarantees declined amid the property slump. The net claims ratio rose from 58.1% to 64.1% due to one-off factors, unlikely to recur in 2024. Based on perspectives shared by Focus Group Members, the post-pandemic market had become more dynamic, inducing heightened competition that had catalysed product innovation and cultivated affinity partnerships. This changing landscape had also altered skillset requirements for staff, necessitating the acquisition of new competencies to remain competitive. Members emphasised insurers must stay abreast of emerging consumer preferences and partnerships while upskilling employees to thrive in the post-pandemic era.

## Family Office

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The insurance industry is optimistic about Hong Kong becoming a top global family office hub and is ready to support this goal. With the government aiming to attract over 200 leading family offices by 2025<sup>d</sup>,

insurance firms see opportunities to assist ultra-wealthy families. Hong Kong's advanced financial infrastructure allows insurers to provide customised offerings that manage risks and protect legacies. Insurers can offer advice on legacy planning and customise life insurance and risk solutions for complex global assets. Their technical expertise and array of products make them strategic partners for family offices. Insurers are poised to complement Hong Kong's financial strengths with tailored solutions for high-net-worth individuals. By conveying their readiness to facilitate families' objectives, the insurance industry can play a key role in Hong Kong's vision to be a thriving base for family offices worldwide. With a positive outlook and specialised capabilities, the insurance sector stands ready to enable this ambition.

## Greater Bay Area

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Connectivity and integration between Hong Kong and Mainland China are accelerating in the insurance industry. With rising service demand from the Mainland, the Chairman of the Hong Kong Insurance Authority emphasises the need to expedite Greater Bay Area collaboration<sup>e</sup>. Logistic preparations for insurance after-sales

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<sup>d</sup> Source: "Policy Statement on Developing Family Office Businesses in Hong Kong". Financial Services and the Treasury Bureau (24 March 2023)  
[https://gia.info.gov.hk/general/202303/24/P2023032300717\\_415645\\_1\\_1679627481405.pdf](https://gia.info.gov.hk/general/202303/24/P2023032300717_415645_1_1679627481405.pdf)

<sup>e</sup> Source: "Insurance Authority welcomes 2023 Policy Address." Insurance Authority (25 October 2023).  
[https://www.ia.org.hk/en/infocenter/press\\_releases/20231025.html](https://www.ia.org.hk/en/infocenter/press_releases/20231025.html)

service centres in Nansha and Qianhai are in the advanced stages. The "Unilateral Recognition Policy for Cross-boundary Motor Insurance" illustrates enhanced regional connectivity through insurance cooperation.

## Talent Schemes

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In response to the talent shortage situation, the Government implemented various talent admission schemes to attract expertise and propel economic growth. These include the Top Talent Pass Scheme (TTPS), General Employment Policy (GEP), Admission Scheme for Mainland Talents and Professionals (ASMP), Immigration Arrangements for Non-local Graduates (IANG), Quality Migrant Admission Scheme (QMAS), Admission Scheme for the Second Generation of Chinese Hong Kong Permanent Residents (ASSG), Vocational Professionals Admission Scheme (VPAS), and the Training Visa. According to focus groups, these schemes not only brought talents to society but introduced new customer segments to the insurance industry. The influx of Mainland Chinese visitors (MCVs) and professionals allows firms to tap emerging opportunities. The schemes provide workforce additions and new insurance demand sources, enabling companies to enhance offerings, and capabilities, and explore untapped markets. The coordinated schemes present openings to leverage fresh ideas and specialisations

while engaging diverse consumers.

## Technology Environment

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In the post-pandemic era, transformation swept across Hong Kong's insurance landscape. Insurers were driven by fierce competition and ambitious growth targets, compelling them to innovate their products and partnerships. As customer behaviours and preferences shifted, the industry had to evolve its distribution and engagement models. Collaboration played a pivotal role in this transformation, as integrated digital ecosystems with omni-channel reach proved to be more effective in driving sales, fostering customer loyalty, and providing personalised service compared to standalone offerings. Insurers sought strategic affinity partnerships and implemented tailored marketing initiatives to meet the changing demands across personal lines, online platforms, retailers, and telecoms. With the shift towards digital solutions, staff had to update their skills to stay relevant. By embracing innovation, harnessing data insights, and fostering collaboration, insurers were able to offer convenient, customised products and efficient claims management through digital experiences. Adapting to change and actively integrating technology, analytics, and partnerships was crucial for insurers to become customer-centric businesses that thrived both then and in the future.

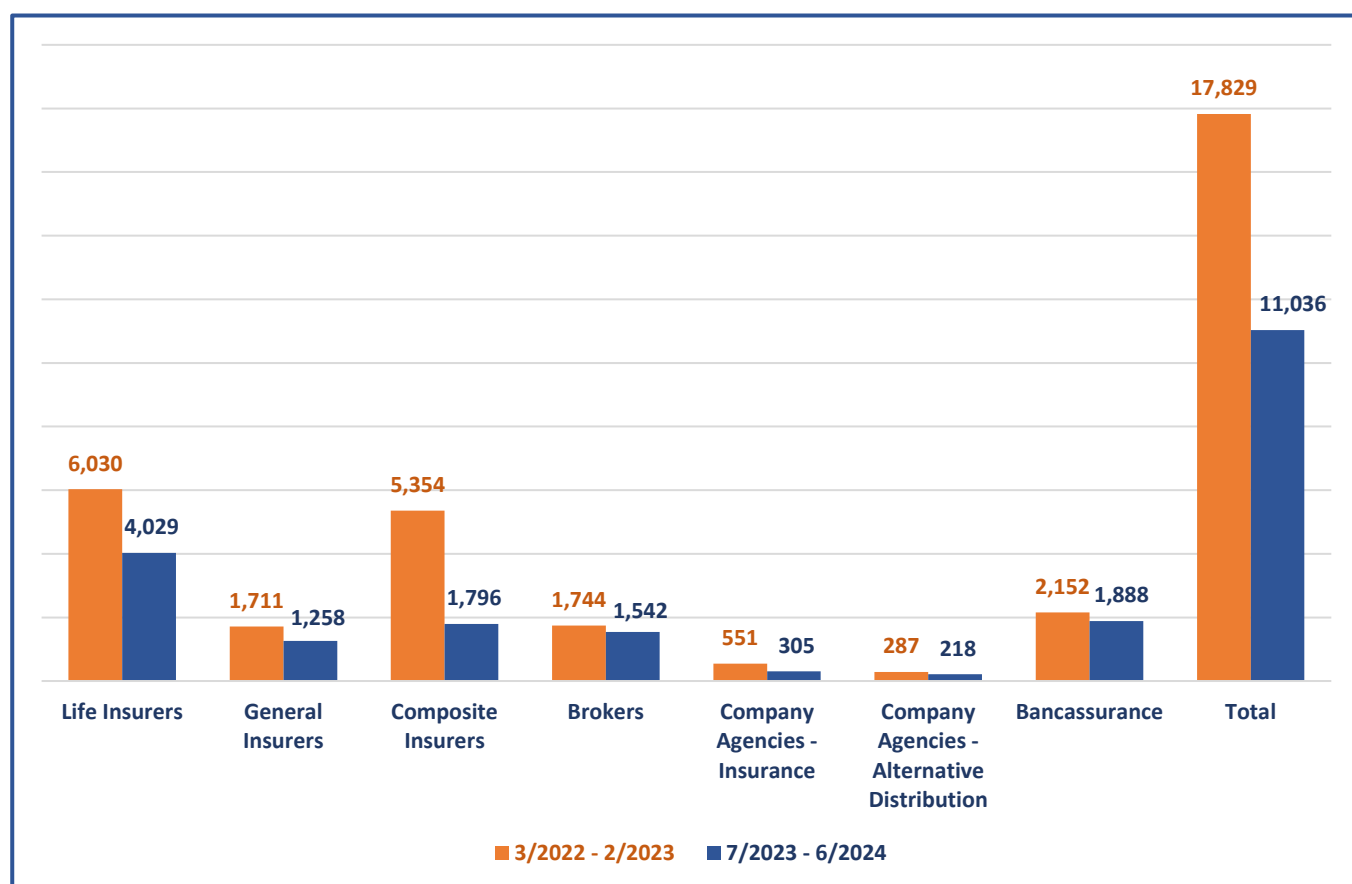
# Manpower Demand

## Findings of Desk Research

The desk research on recruitment advertising within the insurance industry over the 12 months from July 2023 to June 2024 yielded several insightful findings. A total of 11,036 insurance-related recruitment advertisements had been recorded during this period, shedding light on the industry's hiring trends and demands. Figure 1 illustrates the distribution of these recruitment advertisements across the various branches of the insurance industry.

From July 2023 to June 2024, there were a total of 11,036 job advertisements in the insurance industry. The breakdown of the advertisements is as follows: Insurers accounted for 7,083 listings, with life insurers at 4,029, general insurers at 1,258, and composite insurers at 1,796. Broker advertisements were 1,542, company agencies in insurance recorded 305, alternative distribution had 218, and bancassurance had 1,888.

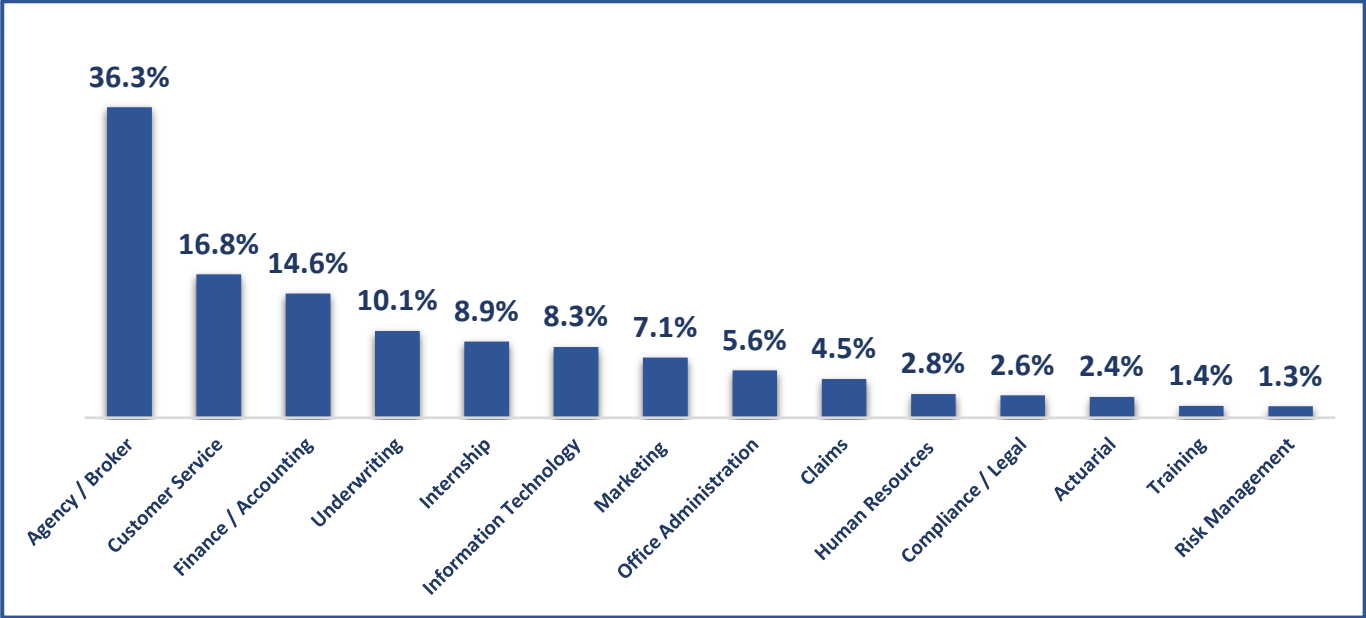
*Figure 1: No. of Insurance-Related Recruitment Advertisements (By Branch)*



Compared to the figures reported in the 2023 Manpower Update Report of the Insurance Industry, i.e., the number of advertisements recorded from March 2022 to February 2023, which had 17,829 advertisements, there has been an overall decrease of 38.1%. Here is the breakdown of the decrease in advertisements for the respective categories: Insurer advertisements dropped by 45.9%, life insurers by 33.2%, general insurers by 26.5%, composite insurers by 66.5%, brokers by 11.6%, company agencies by 44.6%, alternative distribution by 24.0%, and bancassurance by 12.3%.

Figure 2 provided a breakdown of insurance-related recruitments from July 2023 to June 2024 by job nature. The analysis revealed the distribution of the top five categories, with Agency/Broker roles dominating at 36.3%. Customer Service positions followed at 16.8% whilst Finance/Accounting roles accounted for 14.6%. Underwriting comprised 10.1% of the advertisements, and Internships rounded out the top five at 8.9%. Notably, some job advertisements sought professionals with cross-job nature talents, reflecting the industry's need for versatile skill sets.

*Figure 2: Insurance-Related Recruitment Advertisements for the Period between July 2023 and June 2024 (By Job Nature)*



## Findings of Focus Group

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In addition to the desk research findings, Focus Group highlighted the demands of the following.

### *Sales Professionals*

According to perspectives shared by the Focus Group, the insurance industry has faced a shortage of frontline sales staff. With the need to cater to potential businesses from the Greater Bay Area and Mainland China, demand has grown further. Additionally, the industry lacks frontline sales leaders to handle team building, management, and coaching duties amid recent immigration waves. There is an urgent need for capable frontline sales professionals and managers to support business growth opportunities.

### *Backend Specialists*

The insurance industry is experiencing a surge in demand for specialised backend roles such as actuarial science, data analytics, risk management, and compliance professionals. The implementation of risk-based capital regulations has led to an increased need for actuaries and risk experts to ensure capital adequacy and solvency. In Hong Kong, with the implementation of IFRS 17, there is a high demand for accounting, actuarial, data, compliance, and change management talent to support the transition to the new financial reporting standard. However, while demand is high, talent pools for many of these highly technical backend

insurance roles remain limited.

### *Information Technology Experts*

As insurers accelerate technology adoption, demand is surging for IT professionals skilled in domains like cybersecurity, software development, and intelligent automation to enable digital transformation. There is also an increasing need for data analytics talent that can help insurers collect useful data and convert into useful customer insights. Beyond technical skills, insurers seek IT talent with insurance knowledge and a customer-centric mindset to drive digital innovation. Digital transformation calls for business analysis talent who can transition traditional processes to digital without operational disruption.

### *Customer Proposition Talents*

The demand for strategic customer proposition talents has become paramount in the rapidly evolving insurance industry over the past year. Insurers sought professionals adept at designing differentiated products and services that effectively addressed customer needs and preferences. This encompassed a range of specialised skills, from building robust provider networks to demonstrating creativity and business acumen in catering to customer needs. Looking ahead, insurers identified the need for talents who could leverage customer psychographics, think innovatively, and capitalise on opportunities like the Greater Bay Area. By upskilling existing personnel and forging partnerships with

academia and industry, insurers aimed to cultivate well-rounded customer proposition capabilities and gain a competitive edge in the dynamic marketplace.

### *Reinsurance Talents*

The reinsurance sector in Hong Kong is facing unique challenges in attracting and retaining talent in order to compete effectively in the region. Reinsurers need IT professionals who understand the insurance industry well and can drive automation to handle less repetitive work and focus on more tailored business solutions. Compliance requirements also pose a significant burden, making it difficult to attract talent. Despite these challenges, as a strategic reinsurance hub for Mainland China, Hong Kong presents growth opportunities. However, to handle this scale, a deep talent pool is required. In addition to capacity, the ability to leverage data and analytics is essential for insurers to innovate. Having skilled actuarial and data analytics talent can give reinsurers a competitive advantage and enable them to develop market-relevant offerings. However, heavy compliance costs may hinder the ability to secure such technical talent. Striking a balance between regulation and innovation is crucial for Hong Kong reinsurers. It is important to nurture analytical, actuarial, and technical capabilities through targeted development and partnerships to stand out. With the right talent, reinsurers

can evolve from being pure capacity providers to becoming insight-driven partners. However, securing this talent remains challenging in the face of regional competition.

### *Transformation of Low Skills Backend Staff*

The insurance industry had a high demand for skilled junior staff, particularly for roles that involved interacting with customers. Although basic tasks were automated, junior staff required training to handle more complex responsibilities that involved judgment and human insight. Customer service representatives still played a crucial role in providing personalised service. Moreover, restrictions on licensing limited the outsourcing of regulated tasks overseas. Therefore, demand for low-skilled backend staff was still high.

## Training Needs

To support the ongoing development of the insurance industry, the Focus Group has identified several areas for training. These training programmes will provide insurance practitioners with the essential skills and knowledge needed to excel and meet the evolving demands of the industry.

### Digital Fluency

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The Focus Group highlighted that as the insurance industry experiences digital transformation, developing digital readiness should be a priority for all practitioners, not just IT staff. They emphasised that practitioners across all functions need to build business acumen to understand how digitalisation can serve as a strategic improvement tool. Rather than viewing digital skills as purely technical, the Focus Group advised that practitioners should adopt a mindset that being digitally fluent is critical for optimising processes and enhancing customer experiences. This includes gaining knowledge on applying emerging technologies like artificial intelligence in a business context, utilizing social media effectively, and promoting company-wide adoption of digital tools.

### Back-office Expert Development

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The Focus Group emphasised the high demand for specialised back-office talent in the insurance industry, particularly in areas

such as underwriting, speciality underwriting, compliance, and risk management. They pointed out the lack of professional development programmes in tertiary institutions that focus on these specific skills, which means new staff can only learn on the job by shadowing senior colleagues. With the government aiming to promote Hong Kong as a regional insurance hub, the Focus Group highlighted the need to build up talent in underwriting, especially specialty underwriting, to support this goal. They alerted that without formal training avenues, the industry may face a shortage of experienced and qualified talent. Thus, they recommended the introduction of new courses and degree programmes to help young professionals develop and to upskill existing practitioners in underwriting, compliance, and risk management. They emphasised that targeted efforts to groom back-office insurance talent could help fill this skills gap and benefit both individual careers and industry development.

### Regulatory Compliance Mindset

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The Focus Group emphasised the need for the insurance industry to elevate staff mindset regarding regulatory compliance and risk management. The Focus Group advised that insurance practitioners should strive to become more risk-aware by proactively identifying and assessing potential compliance exposures in every decision and action. Practitioners should be attuned to red flags and warning signs that could lead to non-compliance. In



addition, they emphasised that practitioners need to hone soft skills like critical thinking, communication and ethical judgment. Equipping staff across all control points with these capabilities could have promoted more professional conduct industry-wide. By uplifting risk management mentality and avoiding substandard cases that might have damaged the public image, the industry could have also become more attractive for young talent to join.

## Family Office

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The Focus Group highlighted that with the Government's efforts to attract family offices worldwide to establish operations in Hong Kong, it is important for insurance practitioners, especially those serving high-net-worth individuals, to build knowledge on working with family offices. They advised practitioners to educate themselves on the role and functions of family offices, the unique risk management needs of ultra-high-net-worth families, and specialised insurance products and solutions tailored for wealth preservation.

## Backend Junior Staff

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As insurance companies underwent digital transformation, manual processes were increasingly converted into automated workflows. Consequently, the Focus Group suggested that insurance companies should have prioritised training junior staff to take on more advanced responsibilities requiring professional licensing. By supplementing the automation of repetitive tasks with training to manage greater complexity, they

boosted the productivity of junior staff while still delivering excellent customer service. Insurance providers needed to have cultivated skilled, well-trained junior talent who could effectively balance leveraging technology with human interaction. Through robust professional development and upskilling, insurers empowered junior staff with expanded capabilities to satisfy evolving industry demands. A commitment to nurturing the professional growth of junior staff was key to building an agile, future-ready insurance workforce.

## Non-Local Workforce

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The Focus Group highlighted that after attracting non-local talent to work in Hong Kong through various admission schemes, it was necessary to provide these individuals with language and cultural training to support their transition. They advised that offering language courses to improve non-local staff's English and Cantonese abilities could aid communication and integration. Furthermore, training on adapting to Hong Kong's work culture and lifestyle could help non-local talent acclimatise. The Focus Group expressed that retaining these staff was essential. Otherwise, their departure after becoming skilled would represent a costly loss for the industry. As such, implementing focused training to facilitate non-local assimilation into the Hong Kong environment was seen as key to retention. The Focus Group suggested that investing in targeted development programmes for new non-local talent could prevent valuable recruited professionals from leaving due to cultural disconnects.

# Recruitment Challenges

## Talent Shortage

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The insurance industry was facing a significant shortage of talent across various professional capabilities. With Hong Kong developing into a regional insurance hub, the demand for experienced and qualified experts quickly outpaced the supply. However, there were limited training programmes available to develop local talent. Simultaneously, the outbound immigration wave had dismissed a large number of insurance practitioners. This led to a shortage of professionals in areas such as actuarial analysis, underwriting, claims assessment, product development, and data science. Additionally, the ageing workforce and the retirement of experienced employees have worsened the talent shortage. Firms were forced to offer inflated salaries and benefits to lure talent from competitors, but talent retention remained a challenge.

## Industry Image

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The insurance industry struggles to attract talent partly because of lingering public misperceptions due to faulty policy sales or dissatisfactory claims and settlements in the past. These incidents have obscured wider recognition of insurance's societal role in preserving wealth and providing stability. There is a lack of understanding among the public about how insurance protects against life's risks and enables progress.

The narrow focus on isolated cases has created an image problem that hinders recruitment.

## Fulfilment of Regulatory Requirement

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The Focus Group acknowledged insurance companies faced pressing recruitment challenges following new regulations mandating expanded capabilities. While embracing measures to uplift industry standards, firms had to comply with extensive regulations from authorities. This necessitated hiring specialised professionals in areas like actuarial science, risk management, compliance, and data analytics. However, the Focus Group noted smaller insurers with limited operational scale had difficulty attracting and retaining the high-calibre talent needed to satisfy standards. Unlike large firms with substantial recruitment resources, smaller players, such as general insurers or some re-insurers, struggled to compete for professionals with in-demand expertise. With regulators assessing competencies, smaller insurers felt pressured to rapidly expand teams despite talent shortages. The Focus Group expressed that smaller firms faced critical recruitment and retention challenges in meeting compliance obligations given their scale constraints.

## Shift in Workforce Expectation

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The Focus Group shared that the insurance industry was facing significant recruitment challenges due to shifting career aspirations among younger demographics. Younger generations, such as Millennials and Gen Z, were increasingly prioritising purpose, flexibility, and creativity over financial rewards and job security. However, insurance was still perceived as a traditional industry focused on administrative procedures and sales. The structured career paths and workplace cultures prevalent in insurance were not appealing to talents who desired fluid roles to pursue their passions. Additionally, the stability of insurance careers went against the emerging preference for portable skills, side hustles, and entrepreneurship. Despite offering societal value, the Focus Group suggests that the industry communicates the purpose of the sector to capture imagination and interest. Adapting recruitment approaches to emphasise opportunities for impact, innovation, and agility was critical for attracting the younger talent. Insurance companies needed to rethink traditional career trajectories and add greater role flexibility. Embracing change and boldly addressing negative perceptions head-on was imperative to opening doors for the next generation.

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# Recommendation

## Government

### Promotion of the Insurance Profession

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The insurance industry faced a challenge in being seen as a prestigious profession by young people locally, unlike occupations such as accountant or bankers which had higher social status abroad. There was a perception that insurance careers were only about being sales agents, rather than involving professional roles like actuaries, risk managers, underwriters and claims adjusters. To attract talents, the Focus Group suggested the Government and industry collaborated to actively promote and raise the profile of insurance professions. Promotional campaigns highlighted the wide range of intellectually stimulating and socially impactful roles within insurance, increasing awareness. Providing exposure to insurance careers through school programmes and experiential learning opportunities such as work shadowing positively influenced how young people viewed these professions. Platforms that enabled students to engage with insurance professionals from diverse specialisations helped change outdated perceptions of the industry. Experienced insurance professionals also seized the opportunity to mentor and inspire young people's interest in the sector. Actively promoting insurance as a purposeful,

innovative, and dynamic profession rather than just a sales job was crucial in securing its talent pipeline.

### Sourcing of Non-Local Talents

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The Focus Group observed that many institutions in the Greater Bay Area offered insurance-related programmes, which produced graduates who could potentially fill back-office support roles in demand within the industry. To address the need for new talent and back-office staff, they suggested that the government explore the feasibility of channelling these graduates to join the insurance industry in Hong Kong. Tapping into this talent pool in the Greater Bay Area could have brought fresh perspectives to the industry and established a pipeline of qualified back-office support candidates. It would have been important to assess the interest and willingness of these graduates to start their insurance careers in Hong Kong. Collaboration between the government, insurance companies, and education institutions could have been beneficial to proactively promote Hong Kong's insurance industry opportunities to students in the region. Initiatives that allowed Hong Kong insurers to connect with and recruit interested graduates could have effectively mobilised this emerging talent source.

# Employers

## Cultivating Purpose and Passion in Insurance Careers

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The Focus Group provided valuable insights into strategies for employers to retain staff and attract young talent to the insurance industry. They recommended that employers focus on cultivating a mindset among staff that insurance provides meaningful value to society. Companies should communicate this purpose and help employees understand how their roles contribute to the mission. The Focus Group urged the industry to showcase the merits of an insurance career, highlighting opportunities for professional development, work-life balance, competitive compensation, and social impact. To dispel misconceptions, they advised presenting a realistic preview of roles while emphasising the diversity of positions available. By promoting insurance as a rewarding long-term career path, employers can retain experienced staff, draw graduates into the talent pipeline, and foster a culture driven by social purposes.

## Building Customer-Focused Skills for Agents

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The Focus Group emphasised the importance of enhancing customer service skills for frontline sales and customer service staff, particularly those engaging with clients from the Greater Bay Area. They advised providing soft skills training to promote a customer-centric mindset focused

on assessing needs rather than making sales. Agents should be coached to start from the customer's perspective and identify solutions tailored to their priorities. For the Greater Bay Area market, the Focus Group recommended offering cultural training and education on business etiquette, regulations, and compliance specific to that region. According to the Focus Group, equipping staff with strong interpersonal abilities, cultural awareness, and market knowledge will enable more meaningful customer conversations. The focus on understanding the customer will build trust in the agent-client relationship and lead to more informed purchase decisions benefiting both parties.

# Employees

The Focus Group acknowledged that insurtech transformed the insurance industry through the use of AI and big data analytics. These technologies allowed insurance companies to better predict and understand customer needs. To support the development of the industry and remain competitive in the labour market, the Focus Group encouraged insurance practitioners to equip themselves with relevant knowledge and be ready to utilise ready-to-use applications in their work. The digital transformation has led to the disappearance of some low-end jobs like data entry. Practitioners needed to upgrade their skills and knowledge as well as acquire the insurance-required license in order to adapt to these changes. Besides, to match customer expectations, it became increasingly important to be familiar with

insurance products and services in order to offer customised recommendations tailored to each customer's unique needs. Attending professional development and training courses helped agents and staff acquire the necessary skills to thrive in this evolving technological landscape. The Focus Group urged practitioners to embrace the changes insurtech brought and take proactive steps to remain valuable in an AI-enabled world, as this was key to continuous success.

## Education Institutions

### Bridging the Insurance Talent Gap in Hong Kong

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The focus group strongly recommended that local tertiary institutions introduce more full-time insurance programmes targeted at young students to tackle the insurance industry's talent shortage and an ageing workforce. This would have helped train qualified talent and built a robust pipeline by raising awareness of insurance careers early on. In addition to dedicated insurance programmes, the group advised embedding specialised insurance modules into the non-insurance disciplines, e.g. business, engineering, or other professional programmes to expose a broader range of students to the field. Furthermore, they suggested enriching curriculums with emerging topics like reinsurance and captive insurance to align with Hong Kong's vision as a regional insurance hub. With the industry needing expertise in new technologies, closer collaboration between insurance companies and academia was

urged to regularly update programmes and equip graduates with the requisite technical capabilities. Implementing these recommendations comprehensively would have created a future-ready talent pool that met the manpower needs of Hong Kong's insurance sector as it innovated and expanded. In response to the increase in business demand from non-local customers and the government's efforts to promote Hong Kong as the regional insurance hub, the Focus Group has urged educational institutions to enhance language and cultural training for insurance students and in-service insurance practitioners.