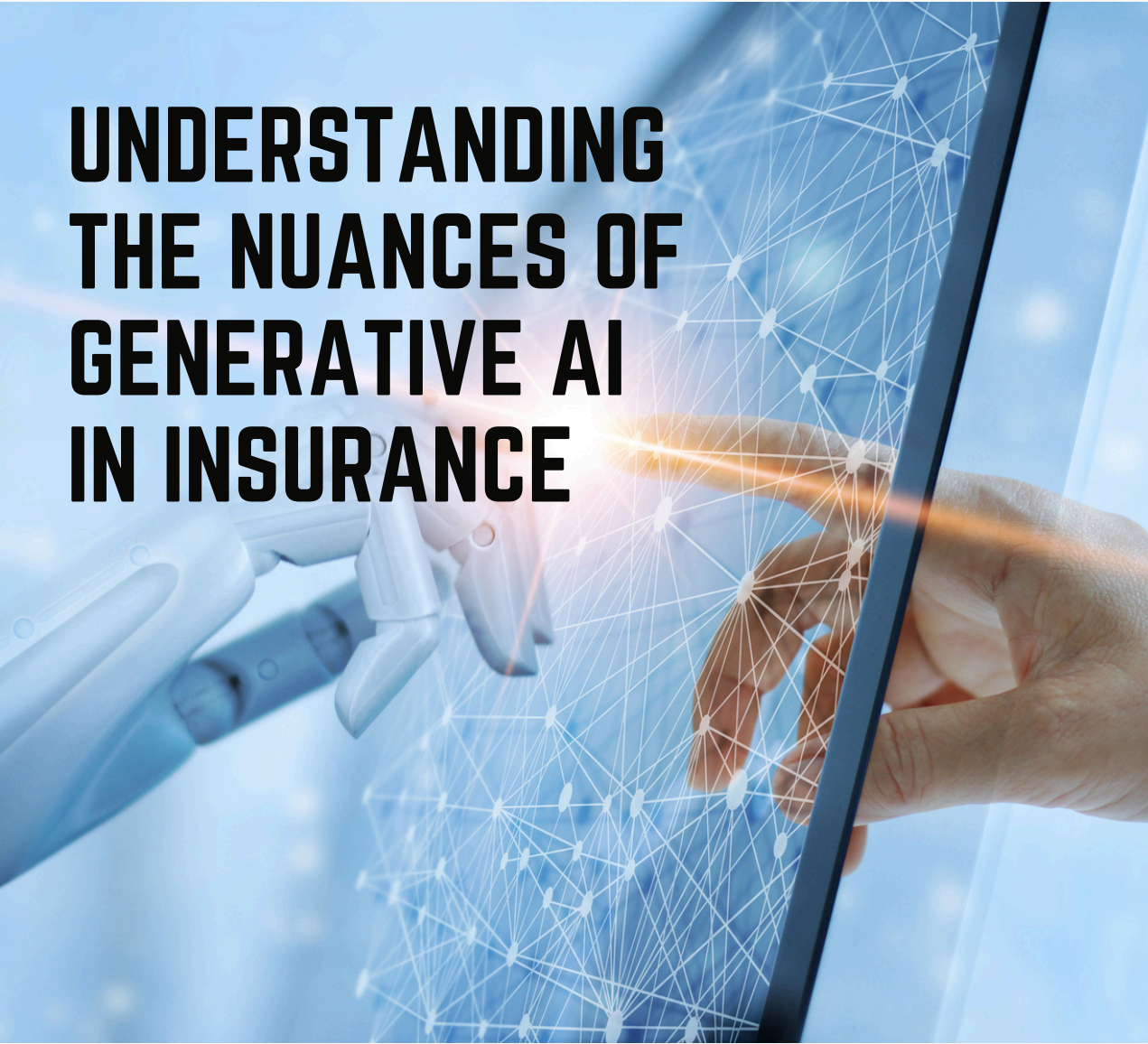


# INSIGHTS

SEPTEMBER 2024



## UNDERSTANDING THE NUANCES OF GENERATIVE AI IN INSURANCE

APAC FLOODING: AN  
INSURANCE DILEMMA

CAPTIVES FOR  
CONNECTED RISKS

DEI POWERS INSURANCE  
PERFORMANCE

# Editor's Note



Dear Readers,

As we wrap up September, this issue aims to both inform and challenge insurance professionals to think critically about the evolving risk landscape and the opportunities within it.

One of the key areas we explore is the transformative potential of Generative AI in insurance. While AI can revolutionise claims processing and underwriting, successful implementation requires overcoming challenges like data privacy, model bias, and legacy system integration. For insurers, understanding these nuances is key to gaining a competitive advantage and improving customer engagement.

In the APAC region, the rising threat of climate-driven flooding highlights the growing gap between economic and insured losses. Collaboration between insurers, policymakers, and communities is crucial to strengthen resilience and tackle these challenges.

Finally, we highlight the critical role of diversity, equity, and inclusion (DEI) in driving performance in the insurance sector. A diverse workforce fosters collaboration, innovation, and better outcomes. The challenge is to create truly inclusive cultures that drive meaningful impact in a competitive market.

We hope this issue inspires you to think deeply and act boldly in navigating the evolving insurance landscape. The challenges ahead are significant, but the opportunities for innovation and growth are just as promising.

*Annie Undikai*

**Annie Undikai**  
Managing Editor

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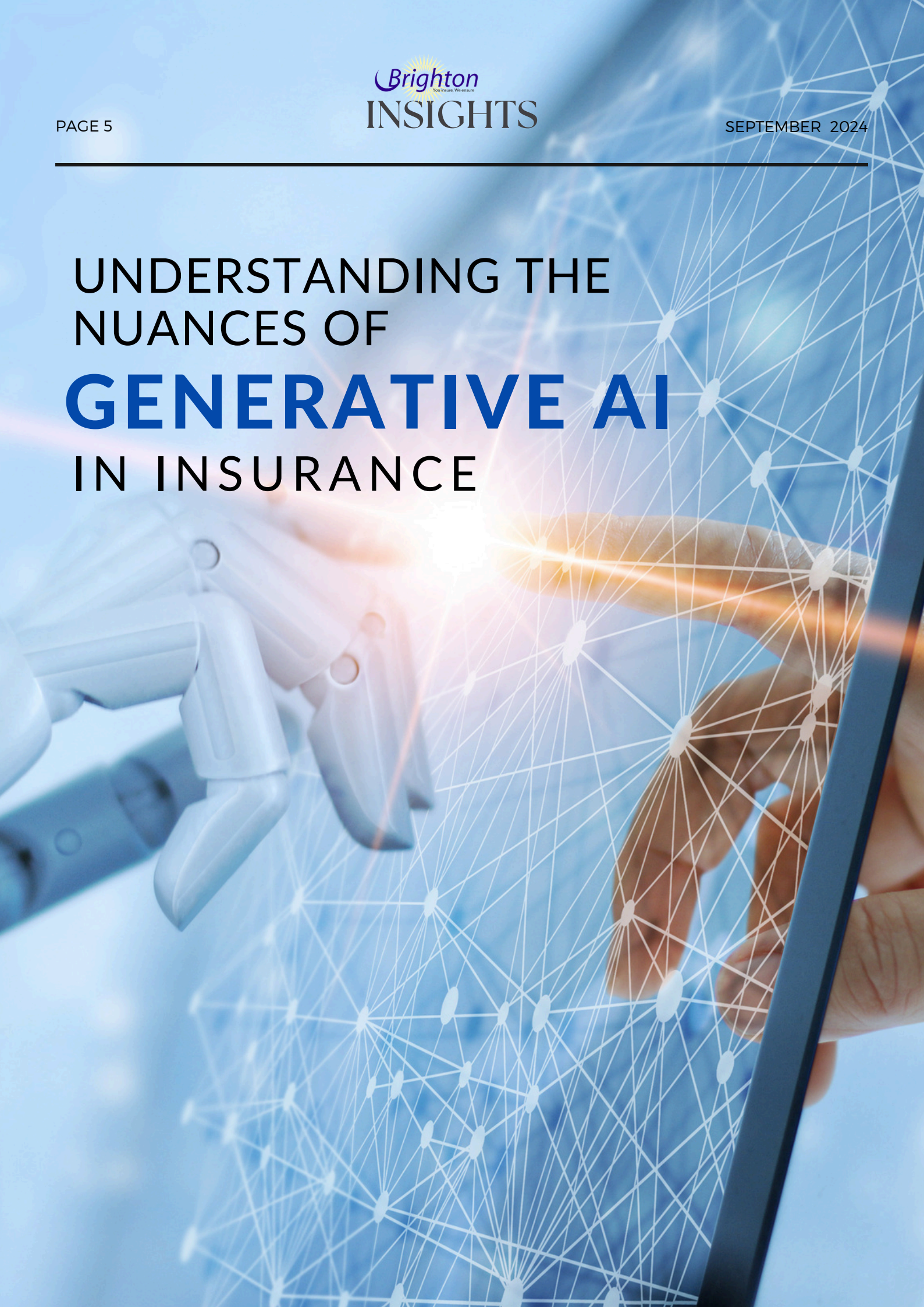
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# UNDERSTANDING THE NUANCES OF **GENERATIVE AI** IN INSURANCE



Generative AI, driven by models like ChatGPT, has now emerged as a transformative force across industries, and the insurance sector is no exception. Insurers, eager to harness AI's potential, have raced to integrate these technologies into their operations.

However, success varies, as the promise of generative AI has been tempered by complex challenges. Understanding these nuances is important for insurance professionals looking to leverage AI to gain competitive advantage, operational efficiency, and customer engagement.

### **Key Opportunities for Generative AI in Insurance**

Generative AI offers significant opportunities for the insurance industry, with automation of claims processing being one of the most prominent. Traditionally, claims processing has been labour-intensive that requires human involvement at various stages, from filing to settlement. However, Generative AI can streamline this by automatically analysing claim documents, generating standardised responses, and detecting potential fraud.

For example, Lemonade, a leading insurtech company, uses an AI bot named "Jim" to process claims within seconds, with 30% of cases being approved without human intervention. This has helped reduce operational costs and improve customer satisfaction.

Another significant opportunity lies in underwriting efficiency. Generative AI can analyse large amounts of structured and unstructured data, such as public records, social media profiles, and images, to provide more accurate risk assessments.

Zurich Insurance, for instance, uses AI to assess risk factors in corporate insurance, improving pricing accuracy and reducing underwriting time by 20%. This allows underwriters to focus on more complex cases that require human expertise, while routine assessments are managed by AI.

Generative AI also enhances customer engagement by revolutionising how insurers interact with clients. AI-powered chatbots can provide 24/7 customer support, address policyholder inquiries, and recommend personalised products based on user data.

State Farm, the leading auto insurer in the United States, launched an AI chatbot named "Gina" in 2020 to handle routine customer inquiries and policy-related tasks. Since its introduction, Gina has decreased call centre volume by 15%. This has enabled human agents to concentrate on more complex matters while improving the customer experience through personalised and timely assistance.





### **State of AI Adoption in Insurance: A Mixed Bag**

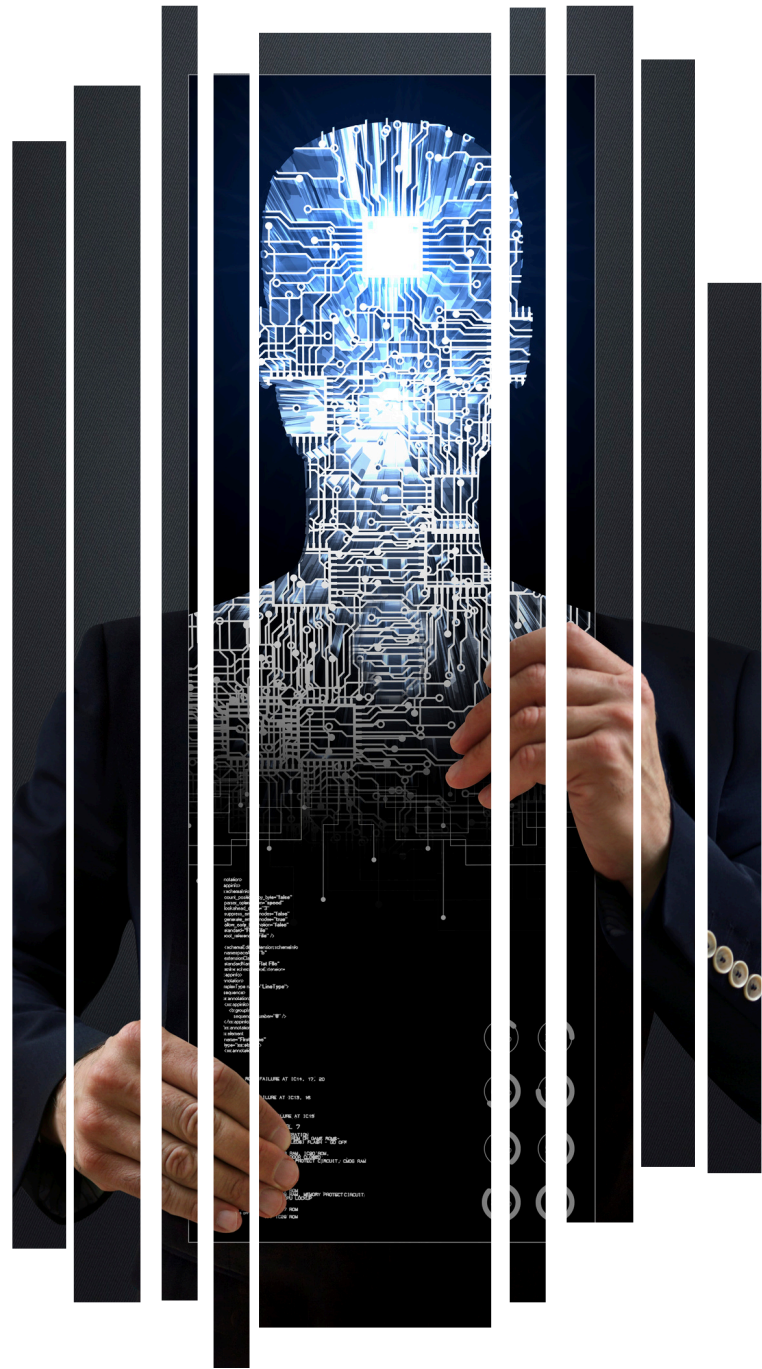
Generative AI, a subset of AI, focuses on creating content—whether it be text, images, or other forms of data—based on patterns learned from vast datasets. ChatGPT, a well-known example, can generate human-like text, answer questions, draft documents, and even simulate conversations. For insurers, the potential applications range from automating claims processing to enhancing customer support and underwriting

While generative AI has captured the attention of the insurance industry, its adoption has been anything but uniform. A study by Accenture found that 75% of insurers are either piloting or actively using some form of AI technology, ranging from machine learning models to advanced analytics and natural language processing (NLP). However, only 12% of these insurers reported achieving significant return on investment (ROI) from their AI initiatives. This disparity highlights the challenges insurers face in fully realising the potential of generative AI technologies like ChatGPT.

The early enthusiasm for generative AI was fuelled by its ability to automate tasks such as underwriting, claims processing, and customer service. Chatbots and NLP tools were among the first applications deployed, promising to reduce human intervention in routine tasks, improve efficiency, and enhance customer experiences. It is estimated that AI technologies, if properly leveraged, could generate \$1.1 trillion annually in additional value for the global insurance industry by 2030.<sup>1</sup>

Yet, the results have been mixed. While some insurers have succeeded in streamlining operations, others have encountered significant obstacles. A Deloitte survey revealed that 30% of insurers piloting AI reported issues with data quality and availability, while 28% cited integration with existing IT systems as a key barrier.<sup>2</sup> Moreover, the report also revealed that 22% of insurers saw insufficient regulatory guidance as a major obstacle to AI adoption.

These numbers underscore a central issue: technology itself is not a panacea. For generative AI to deliver real value, insurers must address foundational challenges such as data management, integration with legacy systems, and regulatory compliance.



<sup>1</sup> <https://www.mckinsey.com/industries/financial-services/our-insights/insurer-of-the-future-are-asian-insurers-keeping-up-with-ai-advances>

<sup>2</sup> <https://www.prnewswire.com/news-releases/deloitte-survey-the-impact-of-artificial-intelligence-ai-on-health-care-301161073.html>



### **Challenges of Implementing Generative AI**

While the potential of generative AI is substantial, its integration into the insurance industry is fraught with challenges. Insurers must address these hurdles to realise AI's full potential. Data privacy and security are key concerns for insurers, as they manage vast amounts of sensitive personal information such as medical records and financial details. Generative AI, which relies on large datasets to function effectively, increases the risk of data breaches.

According to IBM, the average cost of data breach incidents in the insurance industry is \$4.7 million, highlighting the financial implications.<sup>3</sup> Insurers must ensure that their AI systems comply with stringent regulations such as the General Data Protection Regulation (GDPR) to avoid penalties and protect their reputations.

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**Generative AI learns from historical data, which can embed bias into its outputs, particularly in areas like underwriting and claims processing.**

Bias in AI models is another issue that insurers must address. Generative AI learns from historical data, which can embed bias into its outputs, particularly in areas like underwriting and claims processing. A study conducted by MIT revealed that AI models trained on historical insurance data frequently overestimated risks associated with minority groups.

This bias led to higher premiums or, in some cases, denial of coverage for these individuals. To counteract this, insurers need to continuously monitor their AI models for bias and ensure they are updated with diverse and representative datasets.

The challenge of integrating AI into legacy IT systems is also a significant barrier. Many insurers still rely on outdated systems not designed to support advanced technologies like AI. However, companies like Allianz have embraced innovative solutions, such as cloud-based platforms, to modernise their IT infrastructure. Allianz's digital transformation, which began in 2021, has allowed the company to integrate generative AI more effectively, leading to improved operational efficiency.

<sup>3</sup> <https://www.ibm.com/reports/data-breach>

Despite the challenges faced in adopting new technologies, several insurers have successfully implemented generative AI, offering valuable insights for the industry. For instance, AXA launched an AI-powered tool in 2022 that provides tailored insurance advice specifically for small businesses, taking into account their unique risk profiles. Such an innovative solution has not only enabled AXA to enhance its market presence in the SME sector but also streamlined the process of generating policy recommendations, reducing the time required by 30%.

Similarly, Ping An Insurance, a global leader in insurtech based in China, has invested significantly in AI, developing generative models that automate various processes, from claims handling to customer service. Such AI initiatives have been instrumental in helping Ping An sustain a remarkable 25% year-over-year growth rate in premium revenue while simultaneously cutting operational costs by 15%. These examples demonstrate how the strategic use of generative AI can lead to substantial improvements in efficiency and market competitiveness within the insurance sector.



They also illustrate that the key to successful AI adoption lies in balancing technological innovation with a strong focus on data governance, ethical AI practices, and system integration. Organisations must recognise that while advancing AI capabilities can drive efficiency and enhance customer experiences, it is equally important to establish robust data governance frameworks.

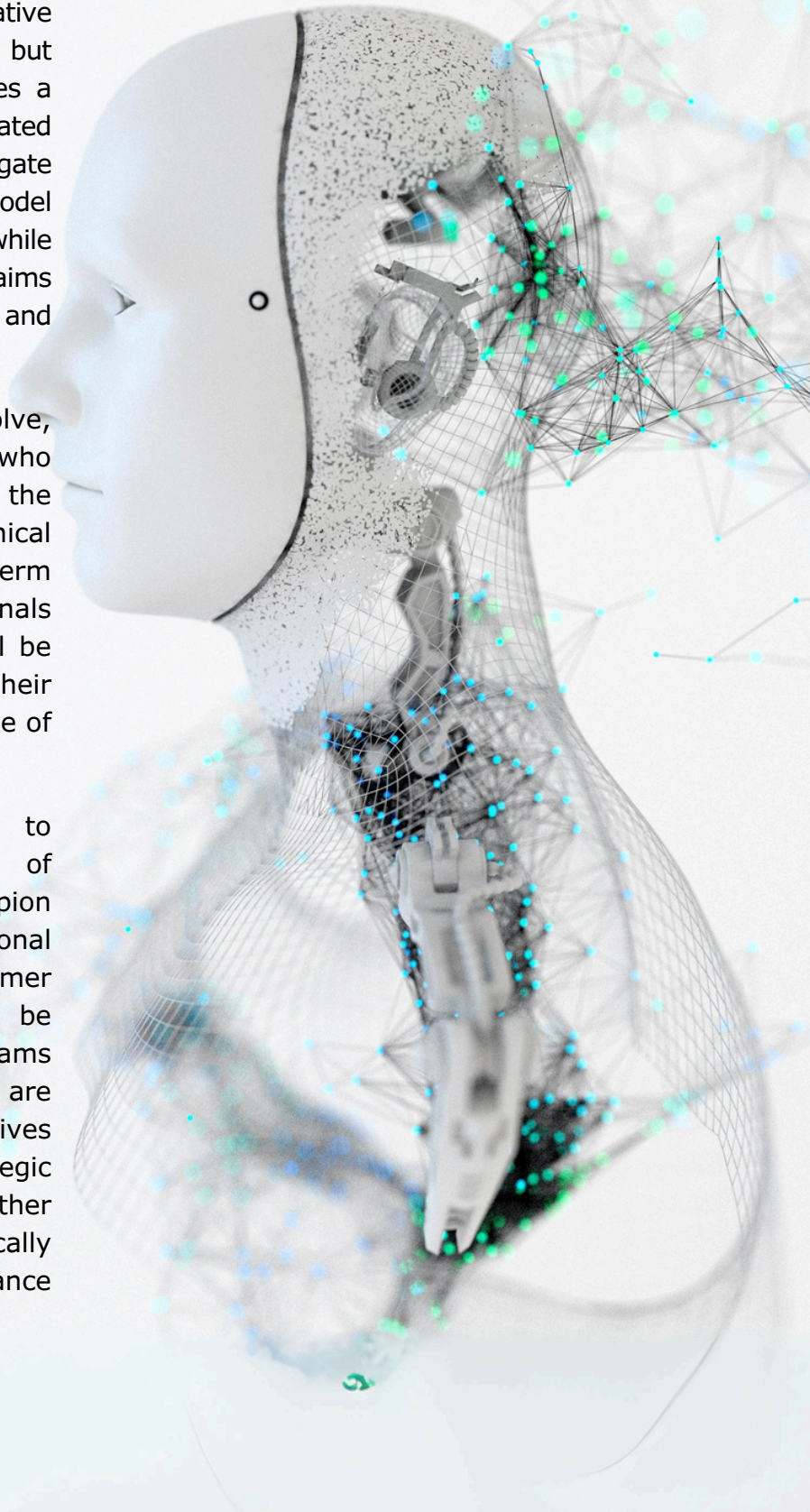


## **Navigating the Future**

Generative AI offers transformative potential for the insurance industry, but its successful implementation requires a deep understanding of the associated challenges. Insurers must navigate concerns around data privacy, model bias, and legacy system integration while harnessing AI's ability to automate claims processing, enhance underwriting, and improve customer engagement.

As the technology continues to evolve, insurers who succeed will be those who not only invest in AI but also build the necessary infrastructure and ethical frameworks to support its long-term deployment. Insurance professionals who understand these nuances will be best positioned to lead their organisations through this next wave of digital transformation.

By taking a proactive approach to understanding the complexities of generative AI, they can champion initiatives that enhance operational efficiency and improve customer experience. Such leaders will be instrumental in guiding their teams toward adopting AI solutions that are aligned with both business objectives and ethical standards. This strategic mindset will facilitate a smoother transition to a more technologically advanced future in the insurance industry.





# APAC FLOODING

## AN INSURANCE DILEMMA



The Asia-Pacific (APAC) region continues to grapple with significant economic impact of flooding, a natural disaster that has become a recurrent threat in recent years. According to Aon's 2024 Climate and Catastrophe Insight, total economic losses due to flooding in APAC reached a staggering \$65 billion in 2023. Alarmingly, only \$6 billion or 9% of these losses were insured. This stark disparity between economic and insured losses underscores not only the scale of the risk but also the challenges faced by the insurance industry in adapting to an evolving climate landscape.



### **Nature of Flooding**

Flooding in APAC is primarily driven by several factors, including monsoon rains, tropical cyclones, and the effects of climate change, which exacerbate the intensity and frequency of these events. As stated by the World Bank, climate change is projected to increase the frequency of severe flooding in urban areas by up to 90% by 2050, affecting millions of people and disrupting economies.

In addition to heavy rainfall, rising sea levels due to climate change pose a long-term risk for coastal cities in APAC. A study by the Intergovernmental Panel on Climate Change (IPCC) indicates that sea levels could rise by as much as 1.1 meters by 2100. This puts coastal regions at a greater risk of flooding.

Urban areas in APAC face unique challenges regarding flooding, primarily due to high population density and inadequate infrastructure. With rapid urbanisation has often outpaced the development of resilient infrastructure, cities are ill-equipped to manage extreme weather events. In many cases, poorly planned urban development has led to the destruction of natural drainage systems and wetlands, which are crucial for flood mitigation.

Cities like Jakarta, Manila, and Bangkok are particularly vulnerable due to their high population density and significant portions of low-lying areas. Jakarta, for instance, is sinking at an alarming rate with some areas are reported to be sinking by up to 10 inches per year. This exacerbates the flooding risk during high tides and heavy rainfall.

Similarly, Manila is grappling with the dual challenges of rising population and insufficient drainage systems. As reported by the Metropolitan Manila Development Authority, the city's drainage system is only capable of handling a fraction of the rainfall during typhoons. This limitation leads to widespread flooding that impacts millions, crippling transportation networks and disrupting daily life.

### **Understanding Economic Landscape**

The statistics presented by Aon highlight a crucial gap that requires urgent attention from insurers, policymakers, and businesses. As flooding becomes increasingly frequent and severe due to climate change, the financial implications are profound. The \$65 billion figure reflects not just direct damages but also the long-term economic ramifications, such as loss of productivity, disruption of supply chains, and increased recovery costs.

The Asian Development Bank (ADB) projects that if current trends continue, Asia could incur economic losses of \$1.5 trillion annually by 2050 due to climate-related disasters, with flooding being a major contributor.

In the Global Climate Risk Index published by Germanwatch, countries like the Philippines, Vietnam, and Bangladesh were identified as some of the most severely impacted by extreme weather events, particularly flooding. A notable example is Typhoon Agaton in the Philippines, which caused around \$20 million in damages. Despite the significant financial impact, a substantial number of affected properties were uninsured. This was primarily attributed to high premiums and a general lack of awareness regarding available flood insurance products.

The catastrophic floods in Pakistan in 2022 also serve as a poignant case study. With over 33 million people affected and estimated losses of \$30 billion, the insurance penetration rate in the region was alarmingly low. In spite of significant economic devastation, insured losses accounted for less than 1% of the total. The aftermath revealed the urgent need for innovative insurance solutions that cater to high-risk areas.

### **Closing The Protection Gap**

As the insurance industry grapples with the growing threat of flooding, leveraging technology and data analytics is becoming increasingly critical. The integration of geographic information systems (GIS), satellite imagery, and predictive modeling allows insurers to better assess risk and price products accordingly.

For example, by utilising predictive modelling techniques, insurers can forecast the likelihood of future flooding events based on climate change projections and historical data. This helps insurers set appropriate premiums and reserves. GIS technology, on the other hand, provides detailed spatial analysis of flood risks, allowing insurers to visualise and assess areas most vulnerable to flooding. Such insights aid in underwriting and targeted product offerings.

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**GIS technology provides detailed spatial analysis of flood risks, allowing insurers to visualise and assess areas most vulnerable to flooding.**



Generative AI is increasingly being used for flood prediction by enhancing the accuracy and timeliness of forecasts through data-driven models. It can model complex environmental systems and predict potential flooding scenarios by utilising extensive historical and real-time data. Data includes weather patterns, hydrological information, and satellite imagery.

The Google Flood forecasting initiative, known as the Flood Hub, is a prominent AI-driven effort to predict riverine floods in countries such as India and Bangladesh. Through integrating weather data from meteorological services with advanced AI models, Google generates highly accurate flood forecasts. These models simulate river behaviours using historical flood data and real-time weather patterns, providing timely, location-specific alerts.

In 2021, Google expanded its system to cover more than 115 million people across India and Bangladesh. It issued 40 million notifications to help residents prepare for potential flooding, greatly enhancing disaster preparedness.

The company has recently revealed plans to broaden its service to 80 countries, incorporating 60 new nations across Africa, the Asia-Pacific region, Central and South America, as well as Europe and the UK.

Public-Private Partnerships play a crucial role in bridging the flood insurance protection gap in the APAC region. They make flood insurance more affordable, enhance risk-sharing, as well as improve flood resilience through infrastructure investments and data sharing. Key examples include the Philippines' parametric insurance program for rapid payouts and Indonesia's initiatives for affordable flood insurance in urban areas like Jakarta.

The ADB supports flood risk mitigation in APAC through initiatives like Southeast Asia Disaster Risk Insurance Facility (SEADRIF) and the Urban Climate Change Resilience Trust Fund (UCCRTF). These programs aim to reduce the financial impact of floods and protect vulnerable communities by financing disaster preparedness and enhancing climate-resilient infrastructure. They also work to improve access to insurance for those at risk.

### **Call for Action**

Flooding is a significant and ongoing threat in the APAC region, with economic losses surpassing those covered by insurance. The impacts of climate change are increasing both the frequency and intensity of floods, creating pressing challenges for the insurance sector. To strengthen resilience and reduce risks, it is crucial for insurers, policymakers, and communities to work together.





# **captives**

## **FOR CONNECTED RISKS**



In an increasingly interconnected world, the concept of "connected risk" has emerged as a vital consideration for businesses navigating the complexities of self-insurance. Connected risks arise from the interdependencies of various risk factors, revealing a network of threats that can amplify and compound challenges faced by organisations. Understanding these connections is crucial for developing robust risk management strategies, particularly in the context of captives.

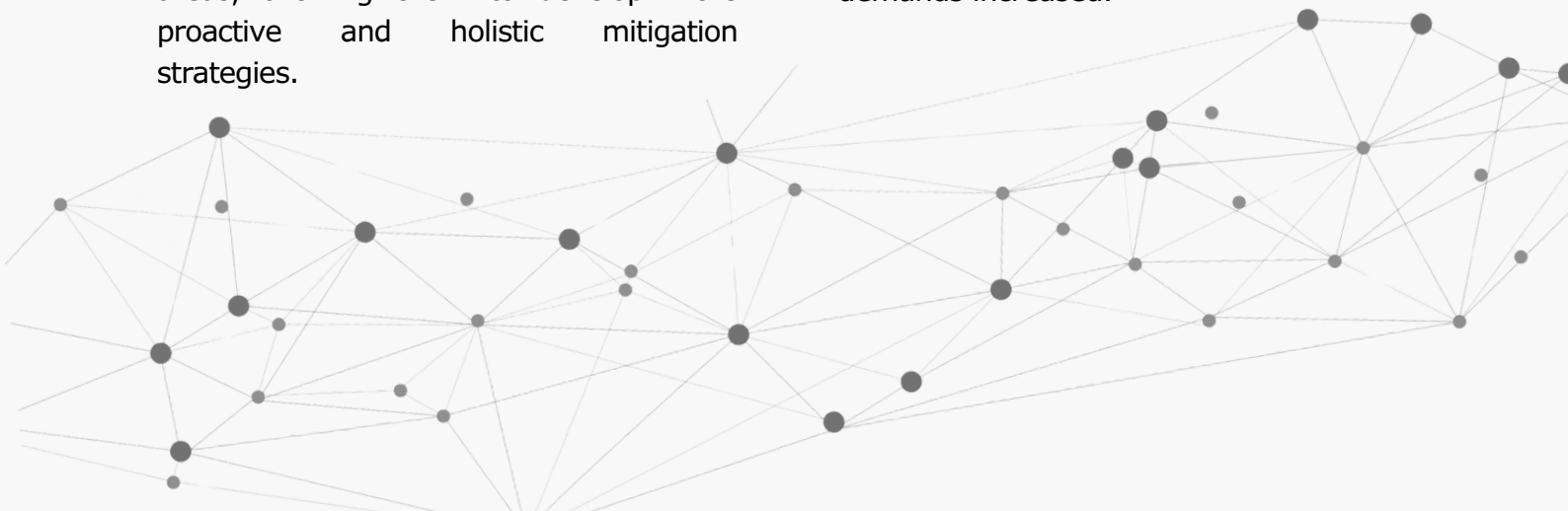
### **What Are Connected Risks?**

Connected risks are those that manifest due to the existence of other risks, creating a web of vulnerabilities that amplify and evolve over time. When these risks are linked, the consequences often extend beyond what any single risk would typically produce in isolation. Identifying the interdependencies between these risks is crucial because it provides a more comprehensive understanding of the entire risk landscape. By focusing on the connections, organisations can anticipate how risks will cascade across multiple areas, allowing them to develop more proactive and holistic mitigation strategies.

As highlighted by the World Economic Forum, interconnected global challenges create fertile ground for the emergence of connected risks. Events such as pandemic recovery, geopolitical tensions, and the escalating threat of climate change are not isolated occurrences.

Instead, they are deeply intertwined, and their impacts often reverberate across economic, social, and environmental spheres. This interconnectedness makes it difficult to separate one risk from another, underscoring the need for a broader perspective when assessing threats and vulnerabilities.

Recent events have illustrated the reality of these interconnected risks. After the world began to rebound from the economic shutdowns caused by the COVID-19 pandemic, a rapid surge in industrial activity and transportation reignited carbon emissions, which had briefly declined during the pandemic. The Global Carbon Project revealed that global CO<sub>2</sub> emissions rose by 6% in 2021 as economies reopened and energy demands increased.



Geopolitical tensions have also transformed what were once localised issues into global concerns. Russia's invasion of Ukraine demonstrated how conflicts in one part of the world can ripple across international markets, creating widespread instability. One of the most significant consequences of this conflict has been the weaponisation of food and energy supplies.

As sanctions were imposed and supply chains disrupted, critical commodities like wheat, natural gas, and oil became tools of leverage. This weaponisation has not only worsened the global food crisis but also driven inflation rates to unprecedented levels. According to the Food and Agriculture Organization (FAO), food prices surged by 23% in 2022, intensifying the cost of living crisis and fueling social unrest in countries already struggling with economic hardship.

The financial sector, too, has been significantly impacted by this network of connected risks. The shift in global monetary policy, marking the end of an era of cheap debt, has had wide-reaching effects on governments, corporations, and individuals alike. For years, businesses and economies were able to rely on low interest rates and cheap credit to fuel growth and investment.

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## **The shift in global monetary policy, marking the end of an era of cheap debt, has had wide-reaching effects on governments, corporations, and individuals alike.**

But as central banks around the world began raising interest rates to combat inflation, the cost of borrowing soared. This left many governments and companies with substantial debt burdens. Global debt reached a record \$305 trillion in 2022, underscoring the fragile state of financial stability. This growing debt, coupled with higher borrowing costs, has widened inequality both within and between countries. Since wealthier countries and individuals are better able to weather financial shocks, those with fewer resources are left more vulnerable.





The interconnected nature of today's global risks means that addressing one challenge in isolation is no longer sufficient. Instead, businesses and governments must adopt a more integrated approach to risk management, one that considers the broader web of connected risks and the ways in which they may amplify one another. This is where captives come into play, offering a more comprehensive and tailored approach to navigating these complexities.

### **Embed Connected Risks**

Connected risks are highly relevant to captives, which play an essential role in helping organisations navigate complex and intertwined risk environments. Captives are insurance companies created by organisations to cover their own risks. They are uniquely positioned to provide comprehensive coverage for interconnected risks that traditional insurance products may overlook. In an era where risks are becoming more global and interconnected, the flexibility and customisation offered by captives make them a strategic tool for managing these evolving threats.

One of the key advantages of captives is their ability to offer a tailored approach to risk management. Unlike traditional insurance, which tends to focus on single, isolated risks; captives can be designed to handle multiple risks that are linked together. This flexibility is critical in managing connected risks because it allows organisations to create bespoke insurance solutions that specifically address the intersections between various risk factors.

For instance, a captive can be structured to cover both the direct impact of a natural disaster and the indirect risks that follow, such as supply chain disruptions or rising energy costs. This is particularly important when dealing with interconnected threats like climate change, geopolitical conflicts, and financial instability, all of which can create cascading effects across multiple sectors.

To effectively embed connected risks within a captive, organisations should start with comprehensive risk mapping to identify both insurable and uninsurable risks. This process should include stakeholder consultations and workshops to ensure all potential connections are recognised. Following this identification stage, it is essential to understand financial exposures by employing scenario analysis.

For instance, examining the impact of an earthquake on business operations can provide insights into how connected risks can cascade through the organisation. Organisations should also define the specific coverages needed for connected risks. This could, include indemnification for systemic supply chain failures and support for employee wellbeing during cost of living crises. This proactive approach helps ensure that the captive addresses the most pressing connected risks.

As stated in the words of Klaus Schwab, "The world is in a state of flux." This sentiment rings particularly true in the context of connected risks that intertwine and complicate the landscape for businesses. While the perceived fears arising from the negative consequences of connected risks are real, they can also present unique opportunities for innovation and resilience.

The integration of connected risk strategies into captive insurance programs is not just advantageous; it is essential for organisations looking to thrive amidst complexity. Through understanding and managing these connections, businesses can not only safeguard their operations but also contribute positively to the broader community in which they operate.



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# DEI

## POWERS INSURANCE PERFORMANCE





In an era where the demographic landscape is rapidly changing, Diversity, Equity, and Inclusion (DEI) have emerged as essential components for business success, particularly in the insurance industry. With clients seeking partners who align with their values and demographics, team composition becomes a crucial element in building trust and boosting performance.

#### **Business Case for DEI in Insurance**

The insurance industry, traditionally seen as conservative and slow to adapt, is experiencing a significant shift driven by evolving client expectations and societal trends. In response to the growing demand for more equitable and inclusive environments, insurers are recognising the clear advantages of prioritising DEI.

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**With clients seeking partners who align with their values and demographics, team composition becomes a crucial element in building trust and boosting performance.**

A growing body of evidence shows that diversity correlates directly with improved financial performance. A comprehensive report by McKinsey & Company highlights that organisations in the top quartile for gender and racial/ethnic diversity on executive teams are 25% more likely to experience above-average profitability compared to their counterparts in the bottom quartile.

This trend is particularly pronounced in sectors that rely heavily on client relationships and trust, such as insurance. When diverse perspectives inform decision-making at the leadership level, companies are better equipped to innovate and meet the diverse needs of their customers. This is partly because diverse teams are better at understanding and addressing the needs of an increasingly global and multicultural client base.

This data underscores a simple but powerful truth: diversity drives business outcomes. As the insurance market becomes more competitive and client-centric, the ability to relate to customers from various backgrounds is not just a differentiator but a necessity.

### **Catalyst for Client Engagement**

Clients expect insurance providers to be not only knowledgeable but also relatable. The ability of a team to empathise with a client's specific context often hinges on the diverse experiences of its members. As reported in the Global DEI Report published by PwC, 73% of respondents noted that they are more likely to choose a company that demonstrates a commitment to diversity and inclusion.

Having diverse teams that mirror the customer base can significantly improve customer satisfaction. Research by Gallup has shown that organisations with more diverse workforces reported higher customer satisfaction and loyalty. It is reported that employees from various backgrounds are better able to connect with clients on a personal level. In the insurance industry, where policies are designed to mitigate financial loss and provide security, this level of trust is essential.

Consider the case of Allianz. The company has made DEI a core part of its strategy, with a particular focus on gender diversity and cultural inclusion. By ensuring that their teams reflect the diversity of their global client base, Allianz has improved both customer satisfaction and retention. Allianz's internal data shows that diverse teams yield more positive customer feedback, highlighting the connection between DEI and customer trust.

### **Workforce Engagement and Retention**

In addition to driving financial success, DEI significantly influence employee engagement, retention, and productivity. According to Deloitte, workplaces that prioritise inclusivity are six times more likely to foster innovation and agility. In highly competitive fields like insurance, particularly for essential positions such as underwriting, actuarial science, and technology, cultivating an inclusive culture offers a significant advantage.





Companies prioritising DEI experience 22% lower turnover and 39% higher employee satisfaction, enhancing their ability to attract and retain top talent.

As the workforce evolves with millennials and Gen Z becoming the dominant groups, DEI is increasingly seen as a key factor in employer appeal. DEI have become critical considerations for employees and job seekers when evaluating potential employers. For insurers aiming to remain competitive in the talent market, having a visible and actionable DEI strategy is essential for attracting and retaining top talent.

### **Regulatory Requirement and CSR**

DEI is increasingly becoming a regulatory and Corporate Social Responsibility (CSR) priority, with companies expected to integrate diversity and inclusion into both their internal operations and external practices. Regulatory bodies are implementing guidelines that mandate transparency in diversity metrics and require organisations to demonstrate their commitment to fostering an inclusive workplace.

In Japan, for example, the Act on Promotion of Women's Participation and Advancement in the Workplace requires companies with over 301 employees to set and publish targets for female representation in their workforce and to disclose their progress toward achieving these targets. This promotes transparency and accountability in gender diversity efforts.

### **The Path Forward**

Embracing DEI is more than just a checkbox. It's about understanding that a diverse workforce reflects the communities served, leading to improved outcomes for clients and companies alike. For insurance professionals, the challenge now lies in translating this understanding into action — building teams that are not only diverse in composition but also inclusive in culture, fostering collaboration, and driving success in an increasingly competitive landscape.



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