

World Report Series 2023
Life Insurance



THE AGING WELL OPPORTUNITY

HOW TRUST AND ENGAGEMENT CAN UNLOCK GROWTH FOR INSURERS



CONTENTS

Foreword	3
Executive roundtable participants	4
Executive summary	5
The impact of increased life expectancy on insurance	6
The role of insurers in enabling customers to age well	12
Strengthen engagement to protect assets and boost growth	19
Conclusion	23
Methodology	24
Partner with Capgemini	25
Ask the experts	26

FOREWORD

Today, human beings are living longer and healthier lives. By 2050, the over-50 population will reach 3.2 billion, or 33% of the world's total population. For individuals, increased longevity is good news. But strained government finances and a growing retirement protection gap mean the responsibility to age well is increasingly shifting to individuals. As people live longer, the impact of an aging population on the life insurance market landscape will be significant.

Capgemini's World Life Insurance Report 2023 explores how this unprecedented societal shift opens opportunities for life and annuities insurers, retirement advisors, pension providers, brokers, managing general agents (MGAs), and agents. Most individuals at age 65 or older don't have a financial advisor and are unprepared in their inheritance planning – even as history's most significant intergenerational wealth transfer is about to begin. Insurers have reasons for concern: today, 65+-year-old policyholders control 40% of insurers' assets under management, and by 2040 they will transfer most of these assets to beneficiaries.

Our report outlines steps for insurers to build a unified value proposition to help individuals age well. Effective ecosystem partnerships will integrate protection, retirement, and health solutions focused on customer needs. Our insights aim to help insurers unlock growth by effectively engaging policyholders and their beneficiaries while retaining assets.

Join us on this journey as we explore the evolving landscape of life insurance and its crucial role in meeting pre- and post-retirement needs of an aging society.



Anirban Bose

Financial Services Strategic Business Unit CEO
& Group Executive Board Member, Capgemini

EXECUTIVE ROUNDTABLE PARTICIPANTS

We conducted two roundtable discussions in preparation for our second edition of the World Life Insurance Report. Participants included CXOs and other business leaders from insurance, InsurTechs, and technology providers worldwide. Their candid, real-world insights energized our research program, from ideation and hypothesis generation to findings validation and best practices identification and development of recommended actions. We are grateful they generously shared their time, experience, and vision.

Insurance Firms



Michele Rendine
Group Chief Life & Health Officer
Generali



Franck Le Landais
Chief of Staff
to the Head of Sales
Allianz



Izu Atsushi
Head of Innovation Lab,
London
Dai-ichi Life



Bernardo Castello
Chief Product Officer
Bradesco Seguros



Rachel Hall
CA, VP, Service Excellence &
Operational Effectiveness, Life Operations
The Wawanesa Life Insurance Company



JS Ledoux
Head of North American
Product Management
Foresters Financial



Nelson Machado
Executive Committee Member
Ageas Portugal



Rebecca Tadikonda
EVP, Strategy & Innovation
Athene Holdings



Paul Tyler
Chief Marketing Officer
Nassau Financial Group

InsurTechs and Technology Partners



Chad Hersh
Head of Worldwide
Market Development,
Life Insurance Industry
AWS



Ramsey D. Smith
Founder & CEO
ALEX.fyi LLC



Kim Vogel
Vice President - Insurance
Microsoft



Dustin Yoder
Founder & CEO
Sureify

EXECUTIVE SUMMARY

Life insurers have an unprecedented opportunity to heighten their relevance, boost policyholder trust, and accelerate growth through meaningful engagement with people aged 50 and above, the “50+ population.” This customer segment is ready for comprehensive and flexible solutions to help them age well. Throughout this report, we define aging well as the ability to maintain financial security, physical health and quality of life, with the support and protection of life insurance and other retirement solutions.

THE IMPACT OF INCREASED LIFE EXPECTANCY ON INSURANCE

The proportion of the global 50+ population is projected to double from 1990 to 2050 primarily because of increasing longevity and falling birth rates. As you would expect, the socioeconomic impacts of this demographic shift will be severe for individuals and societies worldwide. The combination of declining governmental support and increasing healthcare costs forces individuals to shoulder more of the financial responsibility for aging well. As a result, the retirement protection gap is projected to quadruple by 2050 to USD 400 trillion in markets with the largest and most established pension systems.

Yet consumers face barriers to adopting life insurance, including product complexity and limited awareness, and this contributes to insurers’ struggles with slow growth and limited relevance. Moreover, the industry’s financial situation is in flux as history’s largest inter-generational wealth transfer could cause a massive outflow of nearly 40% of life insurers’ assets under management (AUM) by 2040. Thus, strengthening relationships with aging policyholders and their beneficiaries is a strategic necessity.

THE ROLE OF INSURERS IN AIDING CUSTOMERS TO AGE WELL

Life insurers have a clear and compelling opportunity to spark growth by developing comprehensive aging-well solutions that support customers’ desire to live long, healthy, and happy lives. To take full advantage of the opportunity and protect their assets under management, successful insurers will engage earlier and more effectively with future beneficiaries.

The opportunity starts with the affluent and mass affluent segments, which hold 39%

of global wealth and account for about 20% of the aging population. They control significant assets, are interested in multi-phased retirement, and express relatively low confidence about retirement. These customers also need – and show interest in – flexible support from life insurers. More than 75% want innovative life products; but, today, only 27% of insurers have advanced product development capabilities.

How can insurers satisfy policyholders’ pre- and post-retirement needs and fulfill the demand for aging-well services?

- Digitally augment distribution to meet the aging population’s needs and deliver enhanced value
- Strengthen ecosystem partnerships to develop comprehensive solutions
- Provide value-added services for deeper engagement.

STRENGTHEN ENGAGEMENT TO PROTECT ASSETS AND BOOST GROWTH

Insurers that enhance touchpoints across the customer lifecycle will protect their current assets and unlock future growth. The goal is to evolve from today’s product-centric approach, where offerings are determined mainly by what’s technically feasible, to a more customer-centric model, based on broader value propositions and more personalized experiences. Insurers that successfully evolve will fortify trust across generations and minimize the risk of losing assets.

The priorities include:

- Transforming the customer lifecycle based on aging-well gaps and opportunities to create unified value propositions and convert claims into revenue generation opportunities
- Offering a broad range of ecosystem services for hyper-personalized engagement with policyholders and earlier engagement with beneficiaries
- Modernizing technology and enhancing data management capabilities to streamline operations, enrich customer experiences, and enable more informed decision-making.

The impact of increased life expectancy on insurance

For decades, the insurance industry has carefully watched demographic trends and refined its business to manage significant changes. Looming demographic shifts will have an extraordinary impact on market dynamics. That's true because of the accelerated pace at which the population is aging and the massive amount of assets that will soon pass from generation to generation.

Thanks to advances in healthcare, improved living conditions, and better access to medical treatment, the total population of individuals aged 50 years or older has increased substantially in the last few decades. A United Nations report indicates that from 1990 to 2050, the average life expectancy at age 65 will have increased by 33%, or five years, with women living three years longer than men on average. The report says birth rates will fall by 48% during the same period.¹

In 1990, there were 850 million people aged 50 or older worldwide, representing 16% of the global population; in 2050, there will be 3.2 billion, or 33% (Figure 1).

33%
of the world's
population will be
aged 50+ in 2050

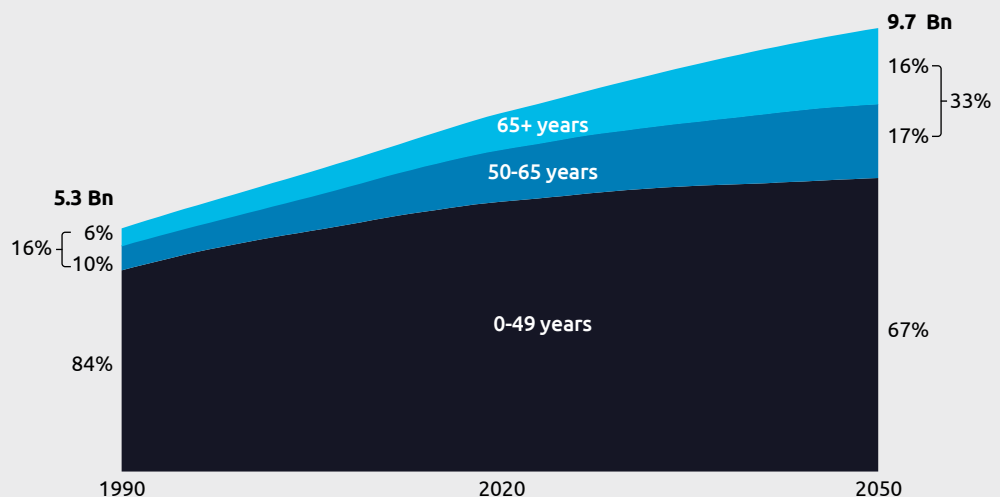
Macro trends present challenges to aging well

The dependency ratio – defined as the ratio of the dependent population (aged 65 and above) to the working-age population (aged 15 to 64) – is predicted to increase from 15% today to 26% by 2050.² Older individuals require more public resources than other age groups, but governmental support capacity is strained.

Consider that:

- In the United States, public pension funds faced USD 1.4 trillion in unfunded liabilities as of 2022.³
- The French government's decision to raise the retirement age was met with widespread disapproval;⁴ The Netherlands, Germany, Argentina, and Malaysia are among the other countries considering a later retirement age.
- Social security spending in Singapore increased by 161% from 2010 to 2022, driven mainly by the aging population.⁵

Figure 1. The proportion of the global 50+ population is projected to double from 1990 to 2050



Source: United Nations

Ongoing macroeconomic volatility will accelerate the shifting of the financial burden of retirement from governments to individuals. It will also widen the retirement protection gap (the difference between desired retirement income and actual income from pensions, savings, and social security). That gap is on track to grow exponentially in the coming decades: the World Economic Forum (WEF) predicts it will expand by four times, from USD 99 trillion in 2022 to USD 400 trillion by 2050, in markets with the largest established pension systems. These markets include Australia, Canada, China, India, Japan, the Netherlands, the United Kingdom and the United States (Figure 2).⁶ The retirement protection gap is a serious concern as more consumers seek to maintain physical and financial health and quality of life for longer. Global inflation rates, which have spiked to levels not seen in over a decade compound the situation. In response, many older individuals are returning to work. Forecasts say the US working population aged 65 and older will grow by 46% from 2021 to 2031.⁷

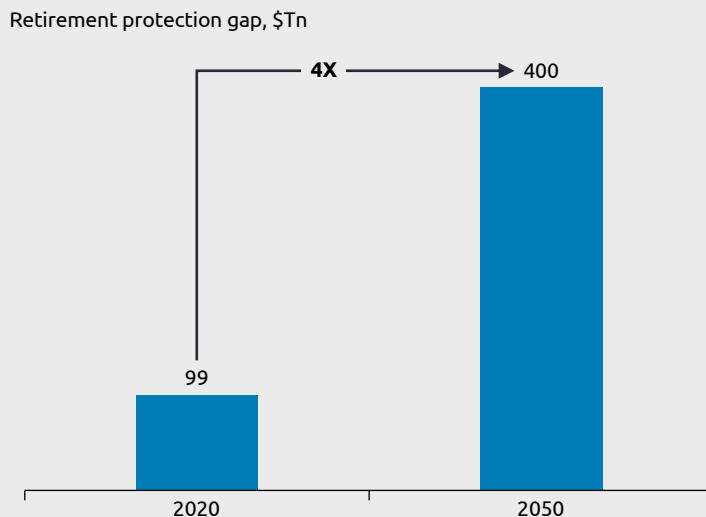
Older citizens are more likely to have multiple chronic diseases or conditions requiring ongoing care, potentially reducing productivity. Most senior citizens also lack a financial plan for aging well. Capgemini’s 2023 Voice of the Customer survey, including 6,775 policyholders from 20 global markets, found that 60% of individuals aged 65 or older have not sought professional financial advice to prepare for retirement or to transfer their wealth.



Insurers can promote graceful aging. But to do this, we must educate individuals and families on how to avoid major risks in later years. This includes avoiding isolation, detecting chronic disease early, improving digital literacy, and preventing elder abuse and fraud. If we do this, we all win.”

Paul Tyler
Chief Marketing Officer, Nassau Financial Group, USA

Figure 2. The retirement protection gap is widening



Source: WEF



SOCIÉTÉ GÉNÉRALE ASSURANCES INTRODUCES AN EASY-ACCESS DIGITAL PLATFORM FOR HASSLE-FREE RETIREMENT PLANNING IN FRANCE

Société Générale Assurances, a multinational financial services firm, offers a full range of products and services to meet the needs of individual, professional, and corporate clients in savings life insurance and personal protection and is already a major player in the retirement savings market.

Its innovative digital platform My Retirement Companion/ Mon Compagnon Retraite (MCR), developed jointly by the French Retail Banking, Private Banking, and Société Générale Assurances teams, is fully in line with Société Générale's bancassurer strategy to help customers begin building their long-term savings as early as possible.

Business challenge

Société Générale executives realized that the French pension system could be complicated. In fact, 71% of individuals approaching retirement in France said it was challenging to prepare for this life stage transition without assistance. As a result, Société

Générale, managing 25 million clients, identified an opportunity to position itself as a dominant player in retirement preparation support.

Business solution

Leveraging the US/French FinTech Sapiendo's platform for tailor-made advice, analysis, and retirement benefits, Société Générale designed Mon Compagnon Retraite, a free service targeting individuals in their 40s and 50s. The platform, accessible through Société Générale's mobile app, automatically consolidates information on pension funds, social security retirement savings, and other savings vehicles so individuals can more easily understand potential benefits and formulate a realistic retirement plan.

An intelligent portal, MCR offers Société Générale customers estimates and service that adapts to individual needs, including access to retirement experts and bank advisors who can help optimize annuities and retirement

funds and develop an appropriate savings strategy. In addition, the MCR team collaborated with various partners to incorporate multiple APIs and create a comprehensive customer-centric solution. Users can access educational materials to equip them with retirement planning advice as part of the MCR service. MCR is an adaptable platform, with new features and services added every two months.

Business impact

Since its launch in April 2022, the MCR platform has successfully onboarded 62,000 customers, of which 50% set revenue and savings objectives for retirement and 24% defined savings goals, with 48% revisiting the platform regularly and increasingly making appointments and subscribing. MCR aims to support people approaching retirement in the face of pension reforms and expand the platform to include prospects in its 2023 roadmap.

Demand for aging-well services is increasing

Demographic shifts and macroeconomic trends, such as strained government capacity and volatile inflation rates, are driving demand for life insurance including annuities, long-term care services, and financial advice. With more consumers seeking support for aging well, global markets can expect dramatic growth by 2030:

- Life insurance, including annuities: on track to grow 49% from 2020, reaching USD 4.2 trillion⁸
- Long-term care services: up 86% from 2021 to reach USD 1.8 trillion⁹
- Financial advisory: 71% growth from 2020 to reach USD 136 billion.¹⁰

Consumers are more concerned by the pressing need to fund their retirement and are ready to invest in various insurance products and other financial services. Rising demand is good news for a sector with little growth during the last few decades. Some insurers have already started taking steps to capture the opportunity.

For example, AXA invests strategically in dedicated elderly care facilities in Japan and Italy in response to increased life expectancy and the clear need for quality facilities. AXA's alternative investments division, which manages over USD 201 billion in assets, spearheads the effort focused on affluent cities with large senior populations.¹¹

Our research found that customers' preferred partners for financial planning and age-well needs are banks (25%), independent financial advisors (24%), government officials (19%), and agents tied to insurers (13%). Therefore, for insurers to reach customers interested in financial advice, engagement through the right mix of channels is essential.

Why is it challenging for life insurers to become the aging-well providers of choice? It may be because consumers say they face barriers to product adoption. Those we surveyed cited product complexity (39%) and limited awareness (39%) as their biggest obstacles, followed by lack of trust (28%).

Insurance executives, too, know they have work to do. Our survey of 200 life insurance executives found that evolving customer expectations challenge 46% of insurers, 43% are

frustrated by macroeconomic factors, and 39% face challenges related to technology readiness.

So how can insurers change customer experiences for the better? They can leverage advanced technology and integrated data to generate single views of their customers. More flexible and customizable products will meet customer expectations and help them navigate the uncertain macroeconomic environment, including higher interest rates. Customers say they want simple offerings that are easy to understand, buy, and use, along with personalized and tailored experiences around their specific needs. Additionally, carriers that invest in modern technology infrastructure will find it easier to integrate with ecosystem partners.

Without tailored product development capabilities and advanced technology infrastructure, insurers will likely lose opportunities to build customer trust and profitably serve aging consumers. From Canada, JS Ledoux, Head of North American Product Management, Foresters Financial, said, "Establishing engagement and trust across generations is vital. By fostering connections with entire family units, leveraging from providing a comprehensive range of products covering a wide spectrum of age demographics, long-term bonds can be built."

46%

of insurers say they are challenged by evolving customer expectations



Insurers must anticipate future complexities like living costs, healthcare, career longevity, and retirement planning to effectively cater to the evolving needs of the aging population."

Izu Atsushi

Head of Innovation Lab, London, Dai-ichi Life, United Kingdom

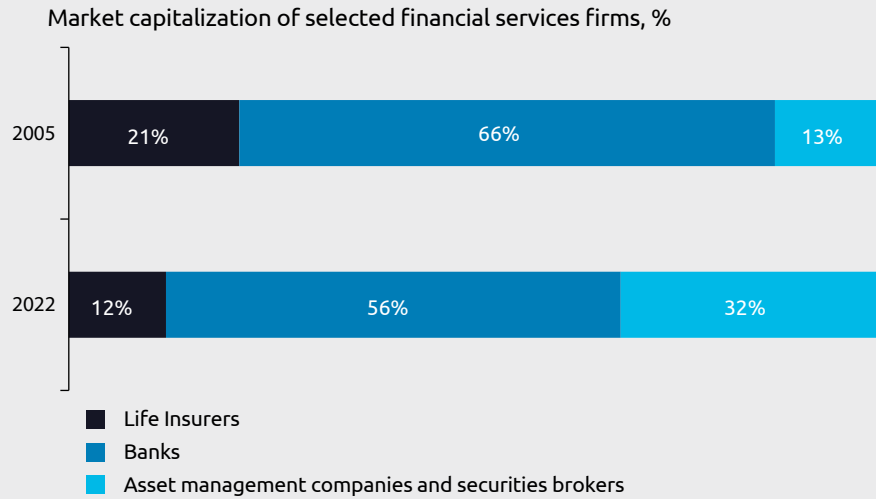
Wealth transfers present a significant risk to insurers' assets under management

The life insurance industry is slowly losing relevance as multiple financial service providers compete to serve the needs of an aging population. Since 2005, life insurance premiums have grown at 1.9% – less than half the global

GDP growth rate of 4.1%.¹² The industry's slow growth has dimmed its appeal to investors; life insurers also ceded market capitalization to asset managers and securities brokers over the same period (Figure 3).¹³

Moreover, the industry's financial situation is in flux as history's largest intergenerational wealth transfer begins. Currently, 65+-year-old policyholders own 40% of insurers' assets under

Figure 3. Life insurers have lost market capitalization relative to other financial services firms



Sources: Yahoo Finance; Companies Market Cap; Capgemini Research Institute for Financial Services analysis, 2023
 Note: Market capitalization of top 20 US publicly traded life insurers, asset managers, securities brokers, and banks.





management (AUM), which for the 40 largest global life insurers totals USD 7.8 trillion (Figure 4). However, these assets are poised to be transferred to beneficiaries by 2040, posing a significant risk for insurers to lose AUM. Nearly three-quarters, or 71%, of that wealth will shift to beneficiaries aged 50+.¹⁴ Thus, the industry should prioritize deepening relationships with aging policyholders and their beneficiaries.

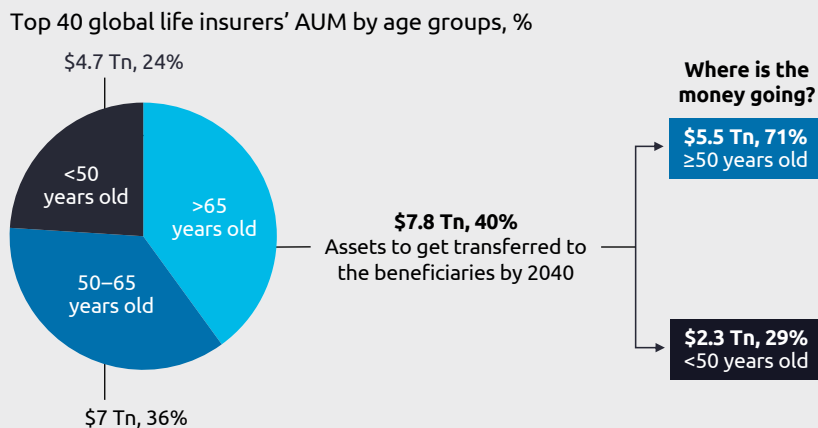


Preparing for the most significant wealth transfer in history requires strategic decision-making and collaboration with multiple partners. Insurers need suitable culture, products, and tools for engagement and long-term asset retention.”

Franck Le Landais

Chief of Staff to the Head of Sales, Allianz, France

Figure 4. Life insurers are poised to experience a significant outflow of assets under management by 2040



Sources: Federal Reserve; Annual reports of top 40 global life insurers; Capgemini Research Institute for Financial Services Analysis, 2023; Penn Wharton (University of Pennsylvania)

The role of insurers in enabling customers to age well

Changing market dynamics signal risk, especially in assets under management outflow. Yet, opportunities exist for carriers to protect their assets by elevating trust with older policyholders and reaching out to wealth-transfer beneficiaries. Based on consumer interest in aging well, insurers seeking to grow can instill greater customer centricity across the business and evolve their value chains.

Our research indicates a high opportunity to boost customer centricity among affluent and mass-affluent wealth segments. To take advantage, however, insurers will need to refine engagement channels and product offerings and develop value-added services for these segments' unique needs and expectations.

Seize the opportunity with the affluent and mass affluent

The financial services industry has focused on – and competed most intensely for – high-net-worth individuals (HNWIs) and families, with investable assets typically above USD 1 million. No wonder – this group holds 43% of all global wealth, despite representing a mere 0.3% of the global population. In contrast, mass-market consumers account for 94.5% of the worldwide population yet only hold 18% of global wealth.¹⁵

The size of the affluent and mass-affluent segments (those with investable assets between USD 100,000 and USD 1 million) make these the ones to prioritize. They account for 5.2% of the global population, including 21% of older individuals, and control 39% of global wealth.¹⁶

These groups have ample assets and the greatest need for aging-well support. In fact, 71% of affluent and mass-affluent 50+ individuals are considering multi-stage retirement (transitioning to fewer work hours and gradual versus immediate and full retirement). Only 55% say they are highly confident about stepping down from their jobs, while 43% have at least two dependents. Insurers could help these individuals navigate the challenges of aging through targeted engagement strategies based on a deep understanding of their unique needs.

Value propositions for the affluent and mass-affluent segments can extend into other wealth bands either by moving further upmarket toward HNWIs through more personalized engagement or targeting mass-market customers and achieving economies of scale through mostly digital solutions.



71%

of affluent/mass-affluent 50+ individuals are considering multi-stage retirement



The opportunity lies in catering to the retirement needs of the affluent and mass affluent, who seek to safeguard their retirement using existing assets. High-net-worth individuals can embrace risk, while the mass market relies on government benefits due to limited savings.

Rebecca Tadikonda

Executive Vice President, Strategy & Innovation, Athene Holdings, USA



Map customer needs across the retirement journey

Our survey identified the expectations of affluent and mass-affluent policyholders during their pre- and post-retirement journeys (Figure 5).

Survey respondents said facilitating intergenerational wealth transfer is their lowest priority, both pre- and post-retirement. That’s an opportunity for insurers to raise awareness and meaningfully connect with policyholders and beneficiaries by making transfers smooth and effective.

However, insurers will require personalized solutions based on customer needs to become policyholders’ lifetime partners. Enhancing the customer experience (CX) requires effective distribution and go-to-market strategies with flexible, affordable products and relevant value-added services.

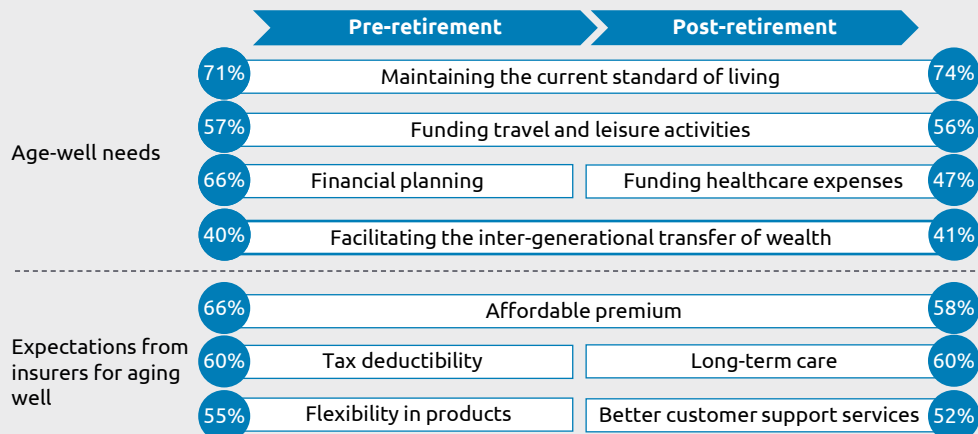


Life insurers must prioritize customer perspective over pure technical perspective. To meet market demands, insurance companies should offer solutions aligned to the customers’ needs and able to provide tangible value.”

Michele Rendine

Group Chief Life & Health Officer, Generali, Italy

Figure 5. 50+ aged affluent and mass-affluent customers have specific needs and expectations – pre- and post-retirement



Sources: Capgemini Research Institute for Financial Services Analysis, 2023; Capgemini Voice of the Customer Survey, 2023 (N= 6,775)



CHATGPT'S VIEW OF THE AGING-WELL OPPORTUNITY FOR LIFE INSURERS

We asked ChatGPT to create a 50-something affluent persona nearing retirement and recommend personalized life insurance options. Our goal was to assess the potential of ChatGPT and generative AI for use by insurers.

Q: ChatGPT, can you create a customer persona of an affluent individual nearing retirement and analyze the macroeconomic risks that could impact their retirement plan?

Susan, a 56-year-old Senior Marketing Manager from Los Angeles, USA, leads an active lifestyle and values her family, friends, and career. Her primary goals are to retire comfortably, maintain her current lifestyle, and leave a legacy for future generations. She has built up her investment portfolio but faces the challenge of making it last throughout her retirement years amid rising healthcare costs. Additionally, her portfolio is exposed to macroeconomic risks like market volatility, rising inflation, and changing interest rates.

Q: What solutions can life insurers offer Susan to satisfy her most important financial planning, long-term care, and aging-well needs?

Life insurance companies can develop tailor-made solutions to meet the specific needs of older customers like Susan by creating

highly personalized products, leveraging technology to improve operations and enhance the customer experience, offering value-added services, and adopting sustainable practices and products. Here is an example of a digital platform and some of its features that life insurers can develop to monetize the above market opportunities:

- Financial planning assistance for customized investment advice, estate planning services for intergenerational wealth transfer, rebalancing retirement plans, tax planning, and financial literacy.
- Inheritance planning assistance for legal documents development, beneficiary designation guidance, trust assets administration, family governance services, and organizing legacy assets, liabilities, and beneficiaries at a centralized location.
- Social engagement and wellness assistance connecting Susan with like-minded individuals and resources for peace of mind and well-being. The platform can use data from wearable devices to monitor Susan's physical activity, goals, and lifestyle, make diet and exercise recommendations, and provide access to stress management

tools. Cognitive health programs can provide Susan with brain training exercises to delay the onset of age-related cognitive decline.

Q: How can generative AI assist life insurers in delivering these solutions?

AI can aid life insurers by providing insights and suggestions to enhance value propositions and design and develop customer-centric offerings by assessing market trends and customer preferences. AI can also assist in analyzing large volumes of data using machine learning (ML) and predictive analytics. Additionally, AI can automate repetitive tasks to improve operational efficiency and enhance customer engagement with interactive chatbot conversations.

Q: If life insurers follow these recommendations, what benefits can they expect?

By strengthening trust among the aging population and helping them with intergenerational wealth transfers, life insurers will have the opportunity to extend their market reach and build relationships with future generations, resulting in increased profitability and a larger share of wallet.

Note: ChatGPT answers to questions on aging well have been edited for brevity.

Re-engage customers with digitally augmented distribution

Digitally augmented distribution – that is, equipping intermediaries with digital tools for better and more personalized customer interactions – is essential to the evolution of the insurance value chain and to effectively re-engage customers. Nearly three-quarters, or 72%, of affluent and mass-affluent 50+ consumers prefer digitally augmented interactions with agents. Of this group, 53% seek professional advice to prepare for retirement and subsequent wealth transfer.

Meanwhile, agents will benefit from more digital support from insurers. Our survey shows that 61% of agents and brokers find lead conversion highly challenging.¹⁷ More robust digital capabilities will also help insurers to:

- Engage orphan customers, who are not actively supported by agents and account for about 40% of all US life insurance policies.¹⁸
- Reduce attrition rates at advice firms, which typically lose 50% to 80% of surviving spouses and children after wealth distribution.¹⁹

Robert Schaffer, Head of Product Solutions, Individual Life Insurance, Prudential Financial, USA observed that, “Life insurers can capitalize on early conversations with policyholders and their beneficiaries by leveraging predictive models to better understand their present and potential

future needs. This approach combined with meaningful discussions about asset management, and clients’ unique needs, enables a personalized wealth transfer process and ensures the customer is at the center of the solution, always.”

Marketing automation is a powerful way to enhance digital distribution, financial education, and engagement with older customers for aging-well activities and smooth wealth transfers. Artificial-intelligence-driven insights, seamless channel integration, and accessible digital platforms can foster personalized discussions between insurers, intermediaries, and customers on aging well, wealth transfers, and other topics. These techniques can help insurers to extend their reach and engagement with policyholders and beneficiaries (Figure 6).

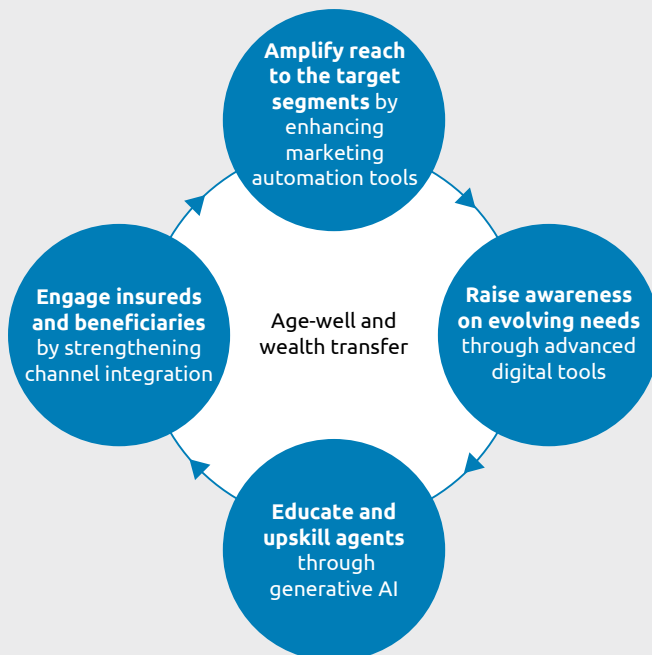


Digitally augmented conversations featuring empathetic suggestions and comments bring a paradigm shift. Unprecedented coaching and training capabilities for agents emerge, revolutionizing the advisory and engagement landscape.”

Kim Vogel

Vice President, Insurance, Microsoft, USA

Figure 6. Digitally augmented channels help insurers respond to consumers’ aging-well and wealth-transfer needs



Source: Capgemini Research Institute for Financial Services Analysis, 2023

Meet evolving customer needs with innovative and flexible products

Product innovation is just as important as effective distribution. Our research shows growing consumer interest in and preferences for flexible, tailored insurance products that help them age well. Consider that 75% of consumers prefer innovative life products, such as asset-backed insurance (policies tied to underlying investment assets), pay-as-you-live policies (which offer premium pricing or discounts based on behaviors), long-term care products (combining long-term care coverage and life protection benefits), and offerings that facilitate inter-generational wealth transfer.

Thus, the continued relevance of incumbent insurers is contingent on better products. The key is closing the gap between what policyholders want and what carriers can provide. Notably, only 27% of insurers have advanced product development capabilities.

Rachel Hall, CA, VP, Service Excellence & Operational Effectiveness, Life Operations, The Wawanesa Life Insurance Company, Canada, said, "Life insurers that prioritize aging policyholders' quality of life with a diverse range of personalized products, flexible coverage, and service create long-lasting trust."

DISCOVERY LIFE'S INNOVATIVE VALUE PROPOSITIONS FOR RETIREES REWARD HEALTH AND WELLNESS BEHAVIORS

Discovery Life, a South African life insurer and part of the Discovery group, parent of the Vitality wellness program, covers almost 500,000 South African clients. The company has launched an insurance model that promotes healthy behavior and risk reduction, creating value for the insurer and its policyholders.

Business challenge

In South Africa, increasing life expectancy puts retirees at significant insurance risk, as many struggle to find affordable premiums; many senior citizens in South Africa lack insurance coverage, resulting in an insurance gap of over 50%. Additionally, they often have inadequate savings and limited government support for retirement funding. This exposure is exacerbated by the fact that these senior citizens are twice as likely to experience severe physical and health challenges that can significantly impact their lives after age 65.

Business solution

Discovery Life introduced the Vitality Age reduction benefit to mitigate these challenges: a shared-value insurance model that rewards clients with discounts on annual premiums when they manage their health and wellness. The Vitality Age reduction benefit promotes healthy behavior pre-retirement by offering up to 2.5% lower annual premium increases, effectively providing the annual premium increases of a client 20 years younger. Combined with the discounts on premiums earned prior to retirement through Vitality, clients experience significantly lower premiums into retirement, ensuring affordability and sustainability over time. The model's second value proposition is a cash conversion benefit that enables clients to monetize their lifelong investments in health and wellness during retirement without compromising their protection. According to Discovery, an average

policyholder can receive a return on premiums of 11.7% above CPI (consumer price inflation), through 10 tax-free annual cash payments during retirement, effectively cashing in on risk coverage while still alive. In addition, this benefit is funded using pooling of risk mechanisms and therefore is not affected by market performance.

Business impact

Improved customer engagement and satisfaction have led to better customer retention, with more policyholders maintaining their coverage and premiums into retirement. The benefit's payout is only applicable when the policy remains in force. As a result, Discovery Life expects to improve persistency rates and boost new business value, margins, and profitability, while providing a novel and effective solution to clients' retirement funding challenges.



Engage with ecosystems to develop comprehensive life solutions

Delivering value through innovative ecosystems is crucial for insurers to enhance their value proposition and seize opportunities with the aging population (Figure 7). Broad collaboration is critical to success within aging-well ecosystems. The partners are likely to include:

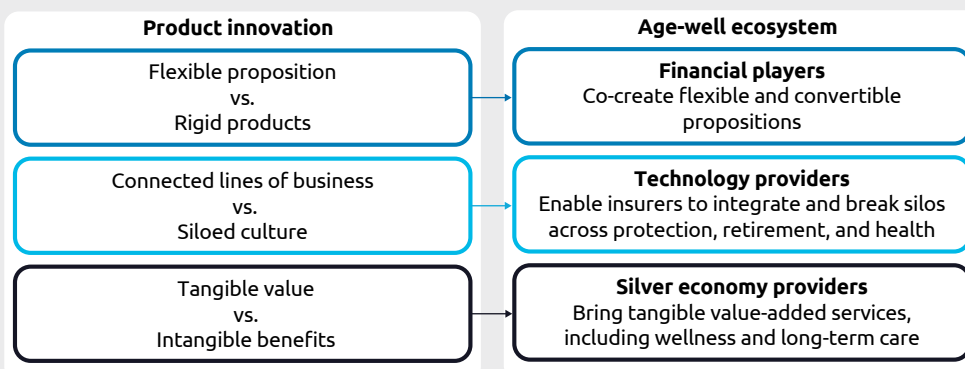
- Financial players that can co-create flexible propositions and move insurers past rigid products
- Technology providers that enable insurers to integrate the operations and cultures of their protection, retirement, and health lines of business
- Silver economy firms that specialize in serving seniors (e.g., assisted living facilities, home care firms, geriatric care managers) and offer

tangible value in the form of wellness services, along with the intangible benefits of traditional insurance policies.

Several insurers are collaborating with ecosystem partners on aging-well solutions. Earlier this year, Cathay Life Insurance in Taiwan launched the FitBack wellness program with cross-industry partners to enhance health awareness, address suboptimal health, and support elder care. To help policyholders age well, the insurer works with resources at local clinics, including doctors, nutritionists, pharmacists, and educators, to offer comprehensive care services and create personalized healthcare approaches. The firm is training staff as health consultants in elderly care and working with research institutes to develop a cognitive-function testing service.²⁰

27%
of insurers surveyed say they have advanced product development capabilities

Figure 7. Ecosystem partnerships enable comprehensive aging-well insurance solutions



Source: Capgemini Research Institute for Financial Services Analysis, 2023

Boost engagement and earn trust with value-added services

Customers increasingly seek value-added services – from wellness initiatives and medical assistance to tax and estate planning and assisted living – to realize their goal of aging well. Insurers, too, increasingly recognize the need to provide such services. Consider that 44% of 50+ year-old affluent and mass-affluent customers expect value-added services from their insurers, and 32% of insurers have prioritized such services during the last three years. With the help of ecosystem partners, insurers can better orchestrate their offerings and close their capabilities gap in key areas (Figure 8).

Spanish insurer MAPFRE boosts engagement and earns trust through value-added services. The company designed its Senior Generation program to improve customers' quality of life.

Roadside assistance is a popular feature in MAPFRE's automotive insurance, while self-service portals are available via home insurance policies. Senior Accidents +55 is an option for individuals aged 55 to 80, offering coverage and compensation for accidents that cause severe trauma and other injuries. Dependency insurance covers individuals between the ages of 50 and 75 with guarantees of a life annuity to dependents.²¹

Our point is that commitment to customer centricity will bolster CX and value-chain evolution. Ultimately, customer centricity can protect existing business and unlock growth by enabling insurers to serve the aging population more effectively and connecting directly with beneficiaries.

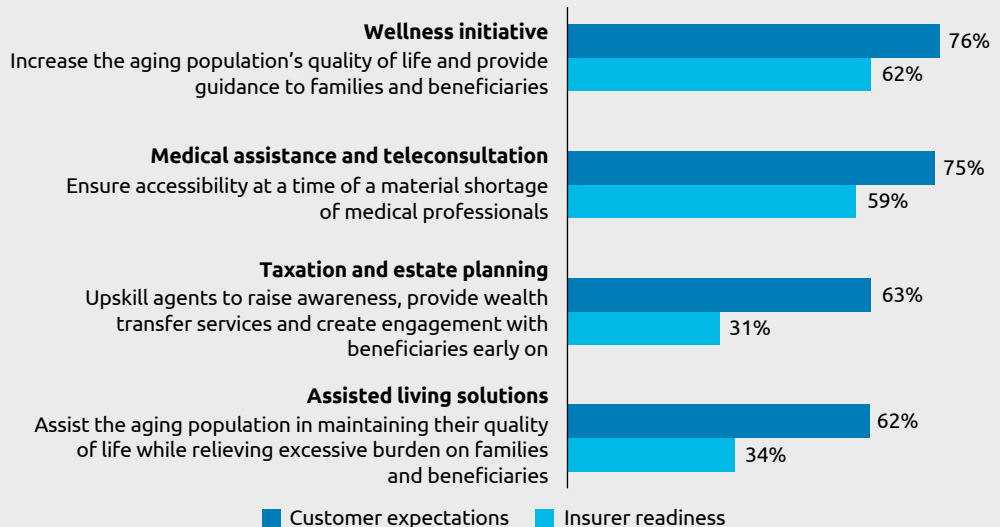


Life insurers that proactively expand their offerings for aging customers recognize the need for complimentary services. By reaching out and providing tailored services, carriers address aging customers' unique needs and enhance their overall value proposition."

Nelson Machado

Executive Committee Member, Ageas Portugal, Portugal

Figure 8. Leverage value-added services to meet customer needs



Sources: Capgemini Research Institute for Financial Services Analysis, 2023; Capgemini Voice of the Customer Survey, 2023 (N= 6,775); World Life Insurance Report 2023 Executive Interviews, 2023 (N=200)

Strengthen engagement to protect assets and boost growth

Carriers must transform the insurance value chain and customer lifecycle to unlock growth by boosting policyholder and beneficiary engagement, while developing innovative products and services that help people age well across their life journey.

The journey will take insurers from today's product-centric approach to an operating model focused on customer-centricity, with comprehensive, higher-value solutions designed to help consumers age well. The move will require a value chain evolution that includes the following:

- Simplifying and personalizing onboarding processes
- Converting claims into opportunities to retain beneficiaries and generate revenue
- Modernizing the technology layer

Insurers that get it right will shift away from commoditized offerings limited to specific risks,

long purchase and claims cycles that undercut consumer trust, and sporadic engagement with older insureds and none with beneficiaries. Indeed, future-focused insurers will build trust based on high-value services, integrated ecosystems covering financial and non-financial needs, frequent policyholder engagement, and connection to beneficiaries. Customer centricity will enhance the fundamental insurance value proposition and spark growth.

Denise Garth, Chief Strategy Officer, Majesco, USA, understands the broad-based impact of successful transformation. "Business processes and engagement that effectively serve aging policyholders boost overall satisfaction and loyalty," she said. "Life insurers can leverage technology to improve communication, facilitate aging at home, simplify claims payouts, and provide compassionate support based on needs and preferences."

SEDGWICK LAUNCHES SIDEKICK, A UNIQUE APPLICATION USING OPEN AI'S CHATGPT TOOL, TO GIVE CLAIMS PROFESSIONALS AN ADVANTAGE IN THEIR DAILY WORK

Sedgwick, a leading global provider of technology-enabled risk, benefits, and integrated business solutions, was seeking a way to reduce administrative tasks and give colleagues more time to focus on the most valuable elements of claims management. In response, the company launched Sidekick, an innovative integration using Microsoft's OpenAI tools and services.

Business challenge

Claims professionals are often burdened and frustrated by the repetitive and mundane tasks essential for processing claims. Sedgwick's IT team began exploring generative artificial intelligence (genAI) and how it could automate and improve routine processes, helping claims professionals leverage the insights extracted from data more quickly and effectively, communicate with claimants and clients more efficiently, and ultimately dedicate more time and

energy toward delivering quality care to those who depend on them.

Business solution

Using Microsoft Cognitive Services and ChatGPT technology to leverage the power of genAI for claims, Sedgwick officially launched Sidekick in April 2023. In its initial use case, Sidekick can quickly summarize lengthy documents that would otherwise have taken hours for a claims professional to digest.

The process starts by uploading documents, such as medical records or property damage assessments, into Sedgwick's secure, internal Microsoft Azure environment. Through Sidekick, a concise and insightful summary is generated in seconds, allowing the claims professional to quickly read, recap, and act upon those learnings, and expediting their ability to take the next steps in the claim lifecycle.

Business impact

As a result, claims professionals have more time to focus on the most important aspects of managing a claim — talking to and helping impacted consumers and clients throughout the claims journey. Not only are the initial results of Sidekick encouraging, but with the use of gen AI, the company anticipates enhanced job satisfaction, performance, and engagement among colleagues.

Sedgwick is already looking for new opportunities to expand this technology across the enterprise, from back-office support to customer care. Connecting Sidekick to tools and models from its extensive data science program, built upon the largest claims data set in the industry, will enable Sedgwick to extract and interpret data, predict what's next for a claim, and evolve claims handling via true digital transformation.

Transform the customer lifecycle to engage beneficiaries and monetize claims

Capgemini research and analysis identified what 50+ affluent and mass-affluent policyholders seek and highlighted the capabilities gap insurers must bridge to deliver what these customers want. Nearly 70% of this segment expects transparency in policy terms and conditions, while 57% want regular and personalized engagement. Yet only 28% of insurers focus on customer centricity through hyper-personalization.

So, what steps can insurers take to foster engagement, secure trust, and retain their assets under management?

- **Develop comprehensive aging-well solutions:** Create personalized and bundled aging-well propositions to meet the evolving needs of the aging population.
- **Streamline the purchase experience:** Digitally augment intermediaries to enhance their productivity and offer self-service portals with personalized experiences for aging policyholders and their beneficiaries.
- **Accelerate risk assessment:** Leverage data to streamline medical and financial assessments, quickly identify relevant offerings for customers, and expedite policy issuance timelines.
- **Engage more widely and frequently:** Use value-added services and ecosystems to increase touchpoints with policyholders and promote earlier engagement with beneficiaries to connect beyond a one-time payout.
- **Elevate the claims experience:** Provide flexible payouts, such as partial or multiple installments, based on the changing needs of aging customers; foster empathy among claims professionals and equip them with skills and insights to make sound recommendations.

28%

of insurers surveyed are focusing on customer centricity through hyper-personalization

These steps can help insurers enhance customer lifetime value by fostering deeper partnerships with aging customers and they can translate claims into revenue-generation opportunities by converting beneficiaries into new customers.

Better technology holds the key to comprehensive customer views and deeper insights into the needs and preferences of insureds and their beneficiaries. Kim Vogel, Vice President, Insurance, Microsoft, USA, said, "Improved technology will eliminate inefficiencies in sales, operations, and more. Implementation paves the way for faster, more efficient policy issuance."

Guardian Life Insurance launched Safeguard 360, a comprehensive solution combining whole life, long-term care, and disability insurance, to address multiple financial concerns and promote lifelong well-being. The company also partnered with Israeli startup Empathy to offer personalized support to beneficiaries, helping families navigate challenges after losing a loved one. Beneficiaries receive professional assistance for claims, finances, healing, and well-being, reinforcing Guardian Life's commitment and trust.²²



Life insurers must address the challenge of the lengthy claims cycle by strengthening trust before the event, creating ongoing and proactive engagement across the policy lifecycle, and streamlining the payout process."

Ramsey D. Smith

Founder & CEO, ALEX.fyi LLC, USA

Elevate technology and data capabilities for a superior customer experience

There is widespread recognition across the industry of the need for more advanced technology and robust data analytics. But, according to Capgemini executive survey results, insurers’ tech and data maturity continues to lag (Figure 9), hindering their attempts to leverage cloud computing, advanced analytics, artificial intelligence (including generative AI and machine learning) and other technologies needed to streamline operations, enrich experiences, integrate in emerging ecosystems, and make faster and more data-driven decisions.

More robust tech and data capabilities benefit all stakeholders, including customers, intermediaries, and insurers. By advancing their use of cloud, APIs, robotic process automation, and digital platforms, insurers can break down silos to create single views of their customers, boost ecosystem connectivity to deliver more value, and centralize and standardize data to draw unique insights that will enable hyper-personalized experiences and ongoing performance improvements.

With more sophisticated technology and data capabilities (including AI, generative AI, and machine learning), intermediaries, agents, and financial advisors can engage more effectively and productively via streamlined processes and make better recommendations and more personalized plans for policyholders and clients.

Superior CX is the likely result. Policyholders and beneficiaries will deepen engagement with their insurers anywhere, anytime using their preferred communication channels – digital or face-to-face. Individuals will gain access to a broader range of personalized services via ecosystems, making it easier for their beneficiaries to engage.

The Chief Product Officer at Bradesco Seguros, Brazil, Bernardo Castello, understands the power of engagement in boosting confidence. “Life insurers can earn policyholder trust by prioritizing engagement and human interactions. Agent augmentation in this context is vital, especially among the aging population, and when making high-stakes financial decisions,” he said.



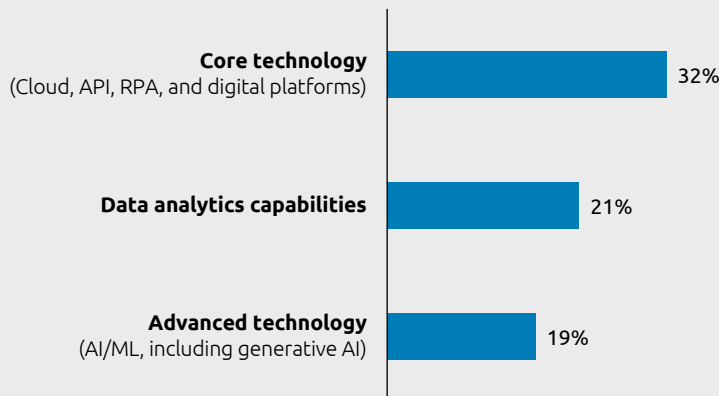
Life insurers should prioritize projects that enable core systems to feed a robust, consumable API on the edge. This would enable endless benefits, including a complete customer view for agents and policyholders, new distribution opportunities, and unlock generative AI possibilities.”

Dustin Yoder

Founder & CEO, Sureify, USA

Figure 9. Insurers report limited technology and data maturity

Insurers with mature tech capabilities, %



Sources: Capgemini Research Institute for Financial Services Analysis, 2023; World Life Insurance Report 2023 Executive Interviews, 2023 (N=200)

Fortify trust across generations to protect assets and unlock future growth

Insurers that enhance trust with current and future customers hedge against the pending loss of significant assets. The opportunity is to unlock growth via comprehensive product portfolios and richer experiences across their pre- and post-retirement journey, which will help ensure the business is sustainable for the long term.

The path forward will see insurers move from narrowly defined products covering individual risks to comprehensive aging-well value propositions with flexible payout options

(Figure 10). Raising awareness of the relevant propositions will be crucial as the customer shifts focus from retirement to aging well and successful wealth transfer.

Financial advisors will customize interactions with different generations through digitally augmented distribution and interactive tools such as robo-advisory solutions. Early engagement with beneficiaries and policyholders through age-appropriate holistic wellness programs and dedicated care solutions can help insurers to strengthen trust, re-establish their relevancy and, ultimately, safeguard their assets under management.

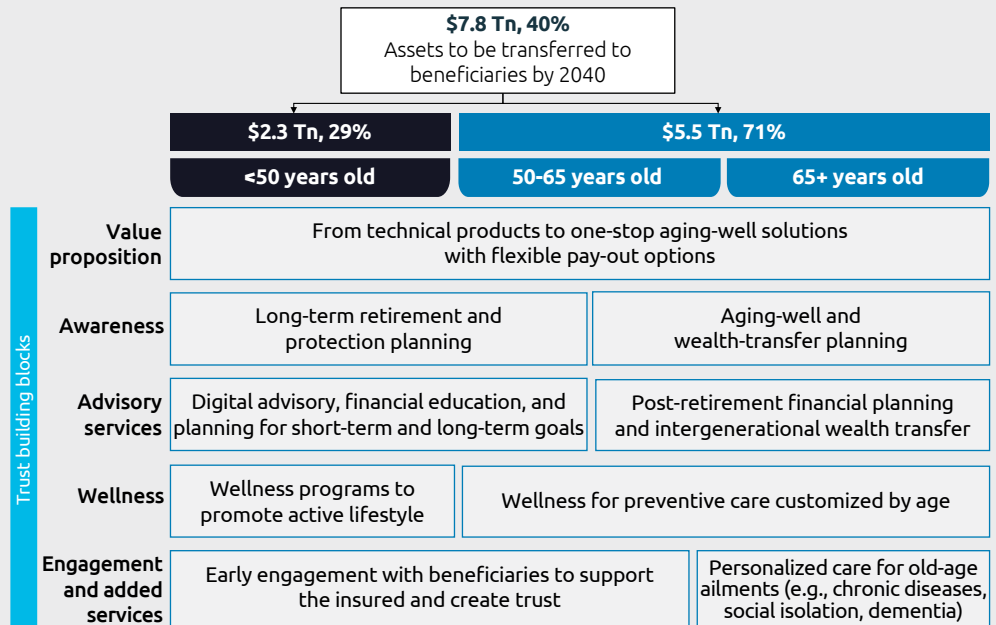


The opportunity lies in starting proactive conversations with beneficiaries early on, versus approaching them when they are grieving. Insurers that offer timely services when needed most can change the nature of the conversation."

Chad Hersh

Head of Worldwide Market Development, Life Insurance Industry, AWS, USA

Figure 10. Insurers that enhance trust across generations can safeguard assets under management



Source: Capgemini Research Institute for Financial Services Analysis, 2023

IN CONCLUSION

People aged 50 and older will make up 33% of the global population by 2050, driving increased customer interest in aging well. In this same time period, history's most significant intergenerational wealth transfer will occur. The stakes are high for insurers, with 40% of assets under management (USD 7.8 trillion among the top 40 life insurers globally) potentially in play by 2040. Carriers offering innovative and comprehensive aging-well solutions can simultaneously unlock growth and protect their AUM by deepening engagement with elderly customers and their beneficiaries.

Here's how insurers can begin to seize tomorrow's opportunity today:

- **Explore customer needs to drive sustainable business growth:** Gain a deep understanding of policyholders' financial goals, risk appetites, and needs to identify aging-well gaps and opportunities.
- **Create a unified aging-well value proposition:** Break down silos between protection, retirement, and health lines of business and deepen customer engagement by developing the necessary capabilities to meet a broader range of customer needs.
- **Deploy enabling technologies to enhance distribution and enrich the customer experience:** Consolidate data for a single view of the customer and digitally empower agents by leveraging artificial intelligence, including generative AI, to offer hyper-personalized advice.
- **Strengthen your silver economy position through effective channel partnerships and ecosystems:** Leverage partners' capabilities to expand and enhance your value proposition to seniors, offer value-added services and develop wellness solutions that serve policyholders, their families, and their heirs.
- **Engage early with beneficiaries to build trust and safeguard assets:** Offer ongoing guidance and education and develop flexible payout options, and other value-added services to foster future growth based on durable relationships.

By modernizing their technology, developing richer and more personalized solutions, and choosing the right ecosystem partners, forward-looking life insurers can create long-lasting trust and help customers across generations live well for longer.



Methodology

The World Life Insurance Report 2023 draws data from two primary sources, the Global Insurance Voice of the Customer Survey 2023 and the Global Insurance Executive Interviews 2023. Together, this primary research covers insights from 23 markets: Australia, Belgium, Brazil, Canada, China, France, Germany, Hong Kong, India, Italy, Japan, Malaysia, Mexico, Netherlands, Norway, Portugal, Singapore, Spain, Sweden, Switzerland, the United Arab Emirates, the United Kingdom, and the United States.

Capgemini Voice of the Customer Survey 2023

Our comprehensive Voice of the Customer Survey, administered in May and June of 2023 in collaboration with Phronesis Partners, polled 6,775 insurance customers above the age of 50 years in 20 countries. These markets together represent all three regions – Americas (North America and Latin America), Europe, and Asia-Pacific (including Japan).

World Life Insurance Report Executive Interviews 2023

The report also includes insights from interviews with 200 senior insurance executives of leading insurance companies across 14 markets. These markets together represent all three regions – Americas (North America and Latin America), EMEA, and Asia-Pacific.

Customer segmentation

We clustered customers based on the wealth bands below, as identified in the Capgemini World Wealth Report:

- **HNWI** – High Net-Worth Individuals with investable assets of USD 1 million or more, excluding their primary residence, collectibles, consumables, and consumer durables
- **Affluent** – Wealth band with investable assets between USD 250,000 and USD 1 million
- **Mass affluent** – Wealth band with investable assets between USD 100,000 and USD 250,000
- **Mass market** – Wealth band with investable assets under USD 100,000.



Partner with Capgemini

We help insurers to better serve and enhance trust with the aging population, while protecting assets and unlocking growth.

As the population ages and the retirement protection gap widens, the demand increases for solutions that help people age well. Insurers must understand changing customer priorities and deepen engagement to protect assets and unlock growth.

Our ready-to-deploy solutions and deep domain expertise can help improve the customer experience through flexible and innovative products. Our comprehensive, customized offerings provide a digital-first, empathy-driven care experience through ecosystem partnerships to build trust and financial well-being.

Care-led Claims Management

Our Care-led Claims Management offering provides fast, empathetic, and valuable beneficiary engagement before and during a claim. We offer beneficiaries a platform to engage with insurers, deepening insurers' understanding of beneficiaries' needs, facilitating efficient and transparent claims processing, and promoting asset retention through careful guidance at the time of the claim.

Our value proposition has three prongs:

- **Personalized pre-claim engagement:** Leverage digital tools and data to engage both the insured and beneficiaries to prepare for what will be a significant life event.
- **Empathetic claim servicing:** Enable empathetic digital self-service experiences and enhanced human support for beneficiaries, with a more efficient back office to speed up claims processing and facilitate immediate and partial payments when possible.
- **Continued post-claim support:** By offering the right levels of support and services, an insurer can drive protection for the insured's beneficiaries, create additional relationship-building opportunities, retain assets, and develop a new revenue stream.

Experience-driven Product Innovation

Insurers that evolve their product development capabilities can effectively engage with the aging population and deliver the right products at the right time through the right channel.

Capgemini's Experience-driven Product Innovation offering enables insurers to develop an agile and efficient product framework. We prioritize a human-centric approach to product

development by understanding target customers, designing their journeys, and future-proofing their experiences in times of disruption. Our approach delivers a winning innovation strategy, a portfolio of innovation concepts, and a prioritized set of new products, all supported by a business case and execution roadmap to help drive growth.

We accelerate value delivery using proprietary intellectual property, best practices, and a vast partner ecosystem to capture emerging opportunities.

Open Insurance for Life and Annuities (L&A)

Some insurers have been reluctant to accept the open insurance concept because of technology challenges, business IP and governance concerns, and other factors. But life insurance and annuity-providing frontrunners are exploring open insurance to protect their businesses against uncertainties and nurture ecosystem partnerships enabling product and service innovation and new business models.

Numerous P&C carriers have expanded their ecosystem partnerships to include embedded insurance via new distribution channels. As a result, they have increased customer reach, and thanks to automated and no-touch underwriting, they are making policy purchases intuitive, hyper-convenient, and irresistible.

Life and annuity complexities require a unique open insurance path to evolve to embedded insurance.

Based on Capgemini's deep L&A domain expertise, we developed an open insurance solution to help carriers build a secure cloud-based platform with a robust operating model based on API strategy, data and process governance, and industry standards. The platform enables insurers to forge partnerships for pre- and post-retirement financial planning, pay-as-you-age plans, wellness plans, advisory services, beneficiary engagement, and intergenerational wealth transfer assistance.

Our solution features multi-layered open architecture, business orchestration, pre-built open insurance APIs, a developer portal, robust cyber security compliance, consent management, and a catalog of open business use cases for financial wellness, lifestyle tracking, smart advisory, and customer engagement. With agile digital seamlessness, it fast-tracks ecosystem partner onboarding to propel carriers to become open insurers.

Ask the experts



Shane Cassidy

Insurance Business Unit Leader

shane.cassidy@capgemini.com

Shane Cassidy is executive vice president and head of Capgemini's Global Insurance Business Unit. Shane has been at the forefront of digital disruption and innovation for two decades, identifying and developing solutions to address market disruptions.



Adam Denninger

Global Industry Leader for Insurance

adam.denninger@capgemini.com

Adam Denninger leads Capgemini's global strategy for the insurance industry and manages its relationships with the insurance technology ecosystem. Adam has 20+ years' experience creating and delivering solutions at the intersection of business and technology.



Samantha Chow

Global Leader for Life, Annuity, and Benefits

samantha.chow@capgemini.com

Samantha Chow is an expert in the global life, annuity, and benefits markets with 20+ years of experience. She has deep expertise in driving the growth of enterprise-wide capabilities that facilitate transformational and cultural change, focusing on customer experience, operational efficiency, legacy modernization, and innovation to support competitive advancement.



Kiran Boosam

Global Insurance Strategy & Portfolio

kiran.boosam@capgemini.com

Kiran Boosam leads Capgemini's global insurance market strategy and portfolio. A career P&C and life insurance expert, Kiran assesses the industry dynamics, defines a market strategy, enables key accounts and shapes innovative portfolio for the insurance CxOs leveraging the power of the Capgemini Group, external ecosystems, and emerging technology.



Aruna Mahesh

Global Life Insurance Practice Leader

aruna.mahesh@capgemini.com

Aruna Mahesh is an insurance industry business leader with more than two decades of experience with deep domain expertise in insurance and is part of Capgemini's Global Insurance Practice Leadership team. A CTO advisor and Core Life Platform Solution Architect, her expertise lies in defining the IT, business strategy and roadmap for life insurance carriers.



Stanislas de Roys de Ledignan

Managing Director of Global Financial Services & Sponsor for Asia Pacific

stanislas.deroy@capgemini.com

Stanislas leads Capgemini Invent activities with banks and insurers across the globe, and supports industry leaders on topics such as innovation strategy and business transformation. He has over 25 years of experience working with Financial Services lead players in Asia, North America and Europe to support the industry to stay ahead of the game.



Elias Ghanem

Global Head of Capgemini Research Institute for Financial Services

elias.ghanem@capgemini.com

Elias Ghanem leads Capgemini's global portfolio of financial services thought leadership. He oversees a team of strategy consultants and sector analysts, delivering market insights to help clients build future-proofing strategies. He has over 25 years of financial services experience, focusing on win-win collaboration between incumbents and startups.



Luca Russignan

Head of Insurance, Capgemini Research Institute for Financial Services

luca.russignan@capgemini.com

Luca Russignan is an insurance expert with more than 15 years of experience with industry and leading consultancies background. He is focused on enabling CXOs conversation in the insurance sector through data-driven thought leadership to shape insurance business strategy across the UK, the US, Italy, and APAC.

Key contacts

Global

Shane Cassidy
shane.cassidy@capgemini.com

Adam Denninger
adam.denninger@capgemini.com

Ian Campos
ian.campos@capgemini.com

Stanislas de Roys
stanislas.deroy@capgemini.com

Australia

Pranay Desai
pranay.desai@capgemini.com

Norman Stellino
norman.stellino@capgemini.com

Belgium

Jan Verlinden
jan.verlinden@capgemini.com

Sanjay Jhamb
sanjay.jhamb@capgemini.com

Canada

Patrick Bucquet
patrick.bucquet@capgemini.com

France

Thierry Loras
thierry.loras@capgemini.com

Romain Caillet
romain.caillet@capgemini.com

Germany

Alexander Pusch
alexander.pusch@capgemini.com

Thomas Hillar
thomas.hillar@capgemini.com

India

Aruna Mahesh
aruna.mahesh@capgemini.com

Pranab Ghosh
pranab.ghosh@capgemini.com

Italy

Matteo Bonati
matteo.bonatti@capgemini.com

Lorenzo Busca
lorenzo.busca@capgemini.com

Japan

Kazuhira Takewa
kazuhira.takewa@capgemini.com

Atsushi Terasawa
atsushi.terasawa@capgemini.com

Latin America

Ricardo Acacio
ricardo.acacio@capgemini.com

Renata Ramos
renata.ramos@capgemini.com

Nordics

Helen Jensen (Sweden and Finland)
helen.jensen@capgemini.com

Cecilie Vatn (Norway)
cecilie.vatn@capgemini.com

Portugal

Diogo Baptista
diogo.baptista@capgemini.com

Hugo Oliveira
hugo.goncalo-oliveira@capgemini.com

Southeast Asia

Sivakumar Vankamaddi
sivakumar.vankamaddi@capgemini.com

Spain

Jordi Valls
jordi.valls-ribas@capgemini.com

Antonio Luis Nuñez Pitera
antonio-luis.nunez-pitera@capgemini.com

The Netherlands

Jimut Basa
jimut.basa@capgemini.com

Ewout Bouwman
ewout.bouwman@capgemini.com

The United Kingdom

James Kruger
james.kruger@capgemini.com

Lotfi Baccouche
lotfi.baccouche@capgemini.com

United States of America

Samantha Chow
samantha.chow@capgemini.com

Patrick Bucquet
patrick.bucquet@capgemini.com

Acknowledgments

We offer special thanks to the insurers, ecosystem partners, and industry experts who contributed their valuable time during the World Life Insurance Report Executive Interviews and the Voice of the Customer Survey.

We appreciate the expertise of participating firms: AAA - The Auto Club Group, Abu Dhabi National Insurance Company, Achmea, AG Insurance, Ageas Portugal, AIA, ALEX.fyi LLC, Allianz, Allianz Benelux, Allianz Lebensversicherungs-AG, American Family Insurance, Athene Holdings, Athora Netherland N.V., AWS, AXA Belgium, AXA Italia, AXA Brasil, Baloise Belgium, BB Seguros, Belfius Insurance, Bradesco Seguros, Brasilprev Seguros e Previdência S.A., Brasileg Companhia de Seguros, Caser, CFMWS, Dai-ichi Life, Ethias SA, Foresters Financial, Generali, Generali España SA Seguro y Reaseguro, Groupama Assicurazioni, Grupo Santalucía Seguros, Icatu Seguros, INTER Versicherungsgruppe, Majesco, Microsoft, Nassau Financial Group, NN Belgium, Nordea Liv Norge AS, Optimity, Pensioenfonds SNS REAAL, Pension Fund Capgemini, Porto Seguro, Prudential Financial, Reale Group, Storebrand ASA, Sureify, The Wawanesa Life Insurance Company, Transamerica Life Bermuda, Una Seguros de Vida, UnipolSai, Vanbreda Risk & Benefits, Viva Previdência, Zurich-Companhia de Seguros Vida, S. A.

We recognize the following teams and individuals for analysis, composition, and production:

Capgemini Research Institute for Financial Services: Krishna Tej Kireeti Reddy, Vignesh Venkatesh, Devarshi Mayee, Swati Goswami, and Pranav Shivram for providing in-depth market analysis. Tamara Berry and Cole Ollinger for editorial guidance and content oversight, and Dinesh Dhandapani Dhesigan for graphical interpretation and design.

Capgemini Sponsorship Committee: Vijay Amballa, Kiran Boosam, Samantha Chow, Adam Denninger, Liza Garay de Vaubernier, Thierry Loras, Aruna Mahesh.

Capgemini's global insurance network: Shivakumar Balasubramanian, Diogo Baptista, Chris Bassett, Martin Baumann, Rachna Bhutoria, Matteo Bonati, Pierre-Olivier Bouée, Ian Campos, Shane Cassidy, Kankan Chakraborty, Divij Chopra, Tim Dwyer, Peter Engels, Cyril Francois, Ben Gonia, Amit Gupta, Kent Ho, Anand Joshi, Himanshu Kalra, Emilio Laterza, Gustavo Leança, Maria Teresa Martin Gimeno, Inês Sexias Martins, Pedro Miguel Matamala Lucas, Kathy Miller, Marianne Moe-Helgesen, Sunil Nayak, Sanjay Pawar, Simi Pillai, Pranav Ranjan, Krishna Kumar Shanmugasundaram, Vijaydeep Singh, Logan Smith, Shinichi Tonomura, Cecilie Vatn, Shahina Vayyapuram, Jan Verlinden, Carlos Zavala.

Marketing: Laura Breslaw, Marion Lecorbeiller, David Merrill, Swathi Raghavarapu, Meghala Nair, Jyoti Goyal, Fahd Pasha, Anthony Tourville, and Vamsi Krishna Garre for their overall marketing support for the report; and the Creative Services Team: Sushmitha Kunaparaju, Pravin Kimbahune, and Anupriya Andhorikar for report production.

Qorus: Sara Rabhi and Boris Plantier for their continued support.

Lead Analyst



Sukanya Sen

Sukanya manages several thought leadership projects for the Insurance sector while researching and analyzing data to formulate impactful business insights.

About us



Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering, and platforms. The Group reported in 2022 global revenues of €22 billion.

Get The Future You Want | www.capgemini.com



The Capgemini Research Institute for Financial Services is an in-house think tank focused on digital innovation and technology issues impacting global banks, wealth management firms, and insurers. The institute annually publishes its signature Financial Services World Reports, which draw upon primary research voice-of-the-customer surveys, CXO interviews, and partnerships with technology companies and academia. These data-driven perspectives explore how financial institutions can meet emerging business challenges with transformative thinking enabled by technology and data. Independent analysts named the World Retail Banking Report 2021, published by the Institute, as one of the year's top 10 publications among consultancy and technology firms.

To find out more or to subscribe to receive reports as they launch, visit www.capgemini.com/worldreports.

Disclaimer

The information contained herein is general in nature and is not intended and should not be construed as professional advice or opinion provided to the user. Capgemini assumes no liability for errors or omissions, or use of this material. This document is provided for informational purposes only; it is meant solely to provide helpful information to the user. This document does not purport to be a complete statement of the approach or steps necessary to address or solve any particular matter or to accomplish any particular business goal. The user also is cautioned that this material may not be applicable to, or suitable for, the user's specific circumstances or needs and may require consideration of additional factors if any action is to be contemplated. The text of this document was originally written in English. Translation to languages other than English is provided as a convenience to our users. Capgemini disclaims any responsibility for translation inaccuracies. The information provided herein is on an as-is basis. Capgemini disclaims any and all representations and warranties of any kind.

Endnotes

- 1 [United Nations](#) "World Population Prospects 2022", accessed July 2023.
- 2 [United Nations](#) "World Population Prospects 2022", accessed July 2023.
- 3 [Equable Institute](#) "Unfunded Liabilities for State Pension Plans in 2022;" September 14, 2022.
- 4 [Business Standard](#) "France's Macron risks his government to raise retirement age from 62 to 64;" March 16, 2023.
- 5 [Ministry of Finance Singapore](#), "Singapore's Fiscal Policy," accessed July 2023.
- 6 [World Economic Forum](#) "We'll Live to 100 – How Can We Afford It?;" accessed July 2023.
- 7 [US Bureau of Labor Statistics](#), [US Bureau of Labor Statistics](#) "Employment projections;" accessed July 2023.
- 8 [Research and Markets](#), "Insights on the Life Insurance Providers Global Market to 2030 - Identify Growth Segments for Investment;" August 4, 2021.
- 9 [Precedence research](#), "Long Term Care Market (By Service: Home Healthcare, Hospice, Nursing Care, and Assisted Living Facilities) Global Industry Analysis, Size, Share, Growth, Trends, Regional Outlook, and Forecast 2021 – 2030;" accessed May 2023.
- 10 [Allied market research](#) "Financial Advisory Services Market by Type (Corporate Finance, Accounting Advisory, Tax Advisory, Transaction Services, Risk Management, and Others), by Organization Size (Large Enterprises, and Small & Medium-Sized Enterprises), by Industry Vertical (BFSI, IT and Telecom, Manufacturing, Retail and E-Commerce, Public Sector, Healthcare, and Others): Global Opportunity Analysis and Industry Forecast, 2020-2030;" accessed May 2023.
- 11 [Mallowstreet](#) "AXA acquires Italian care homes;" June 12, 2023.
- 12 Capgemini Research Institute for Financial Services analysis 2023, based on [IME](#), [IRDAI](#), [Allianz](#) datasets, accessed May 2023.
- 13 Capgemini Research Institute for Financial Services analysis 2023, based on [Yahoo Finance](#), [Companies Market Cap](#), accessed May 2023.
- 14 Capgemini Research Institute for Financial Services analysis 2023, based on [Federal Reserve](#), Annual reports of top 40 global life insurers, [Penn Wharton](#) (University of Pennsylvania), Inheritances by age and income group.
- 15 [Capgemini World Wealth Report 2023](#), accessed July 2023.
- 16 Capgemini Research Institute for Financial Services analysis 2023, based on [World Data Pro](#) datasets, accessed June 2023.
- 17 Capgemini World Insurance Report 2021, accessed June 2023.
- 18 [Think Advisor](#) "3 steps to proactively manage orphan policies;" accessed July 2023.
- 19 [Capital Preferences](#), [CNBC](#) "Is your advice process failing women?" accessed July 2023.
- 20 [PRNewswire](#), "Cathay Life Insurance Unveils New 'Health First' Strategy;" February 15, 2023.
- 21 [Mapfre](#) "The company leads the '2022 senior career and talent report' and obtains the best transparency and good governance score;" February 2, 2023.
- 22 [Guardian Life](#), "Guardian Introduces SafeGuard360™ Offering Holistic Protection in a Single Solution;" February 22, 2023.

Visit the report website



For more information, please contact:

Capgemini
insurance@capgemini.com

For press inquiries, please contact:

Fahd Pasha
Capgemini Financial Services
Tel.: +1 647 860 3777
fahd.pasha@capgemini.com