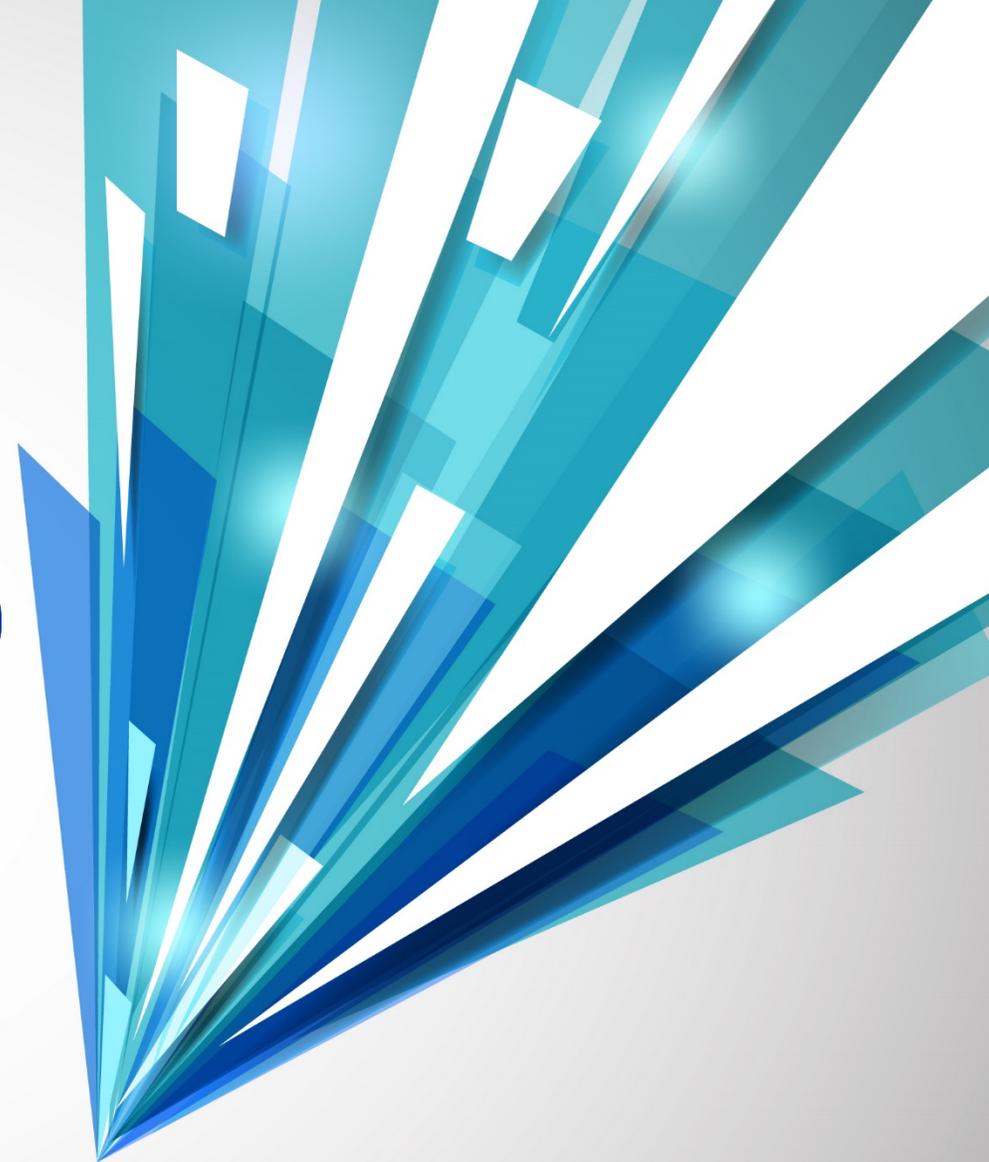




# Will humans rise in the workforce of the future?

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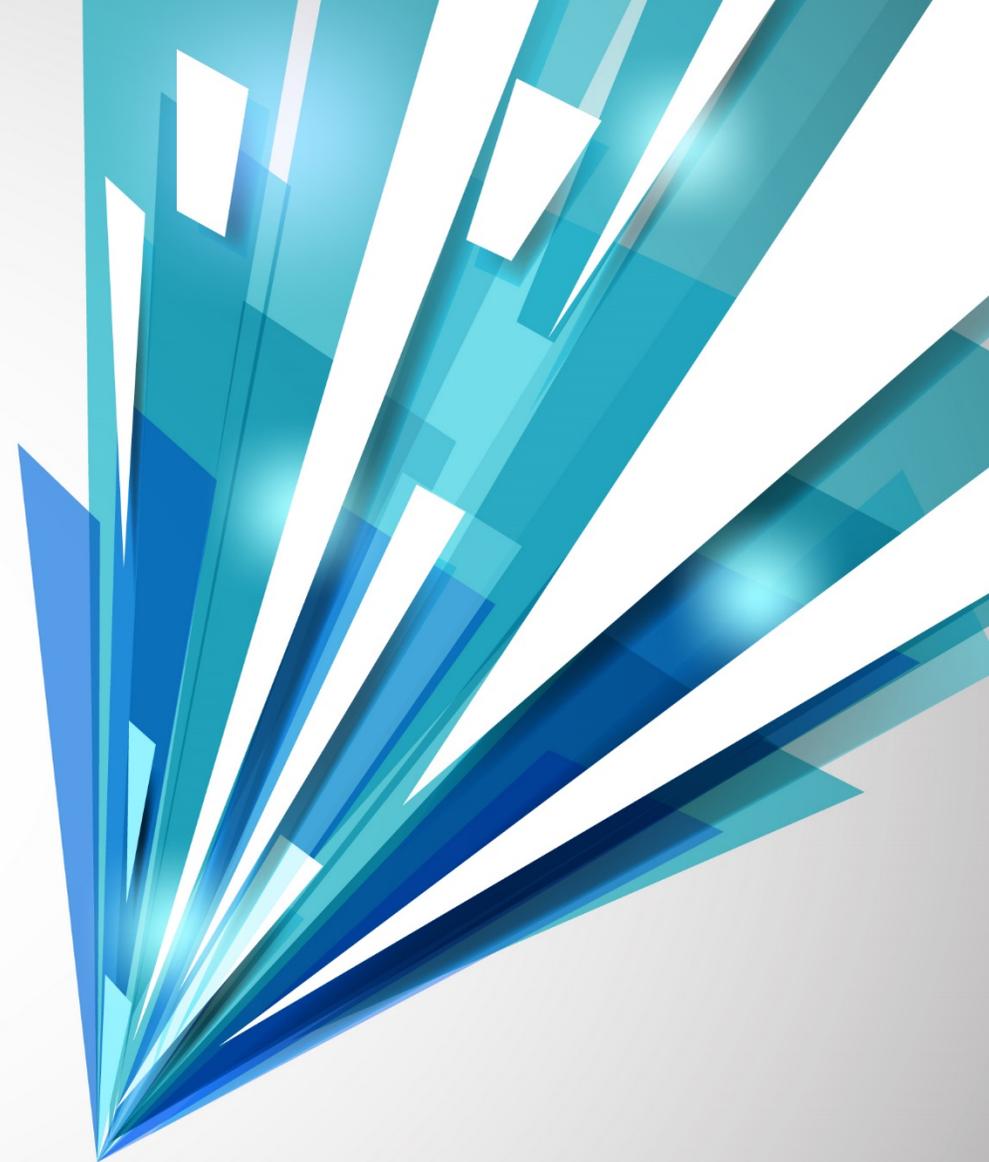


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# The themes of our conversation today

**How will the acceleration of intelligent automation and other disruptive technologies impact the workforce of the future?**

**What are the biggest gaps in talent that insurers will face in the next three years?**

**How do we prepare for a new wave of talent management, integrated learning and the overall work experience where 'human skills' are becoming more important?**



# The fourth industrial revolution is here and is shaped by new disruptive technologies



1800s

Steam, water,  
mechanical  
production  
equipment



1900s

Division of labour,  
electricity, mass  
production



1960s

The Information  
age: electronics,  
IT, internet

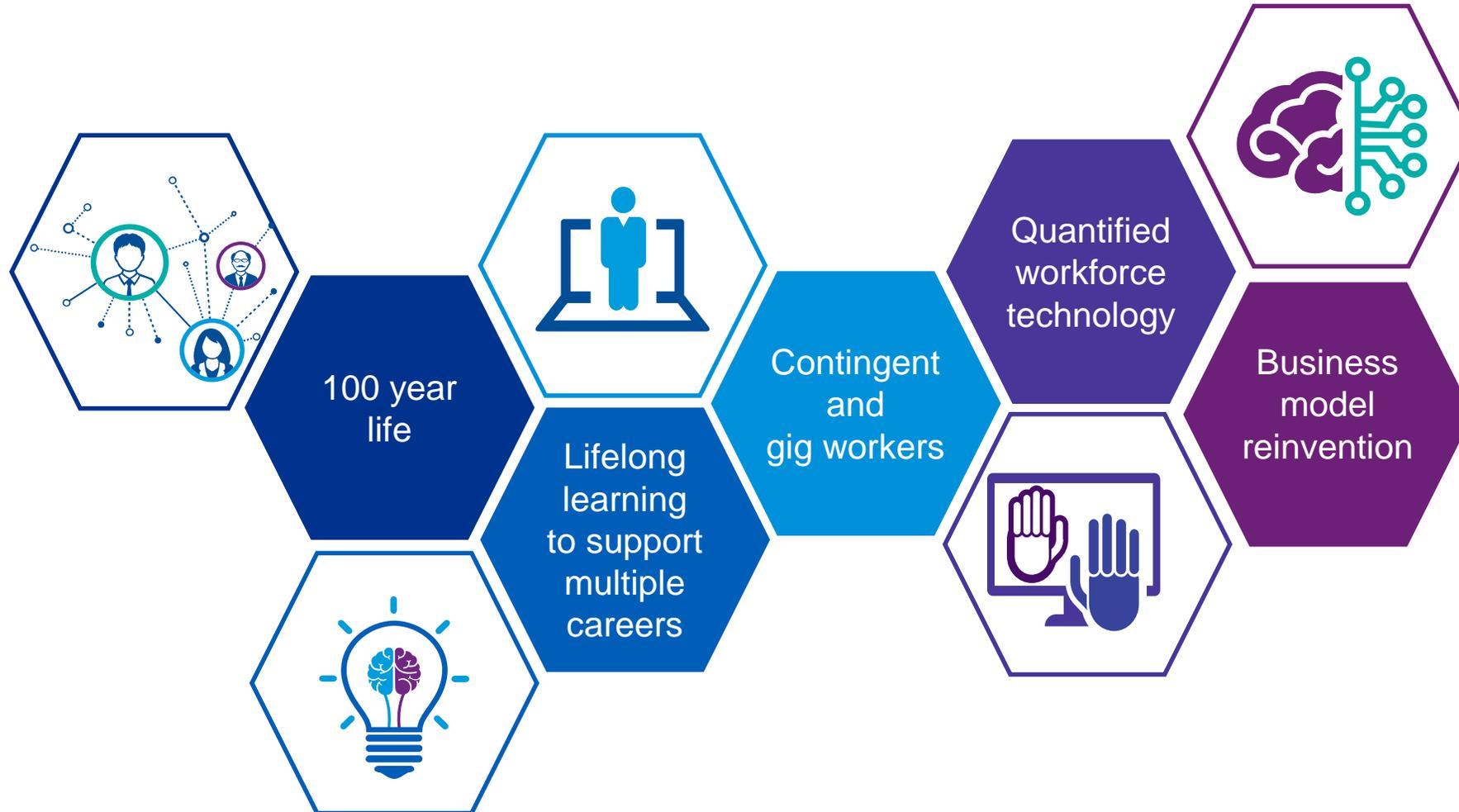


Today

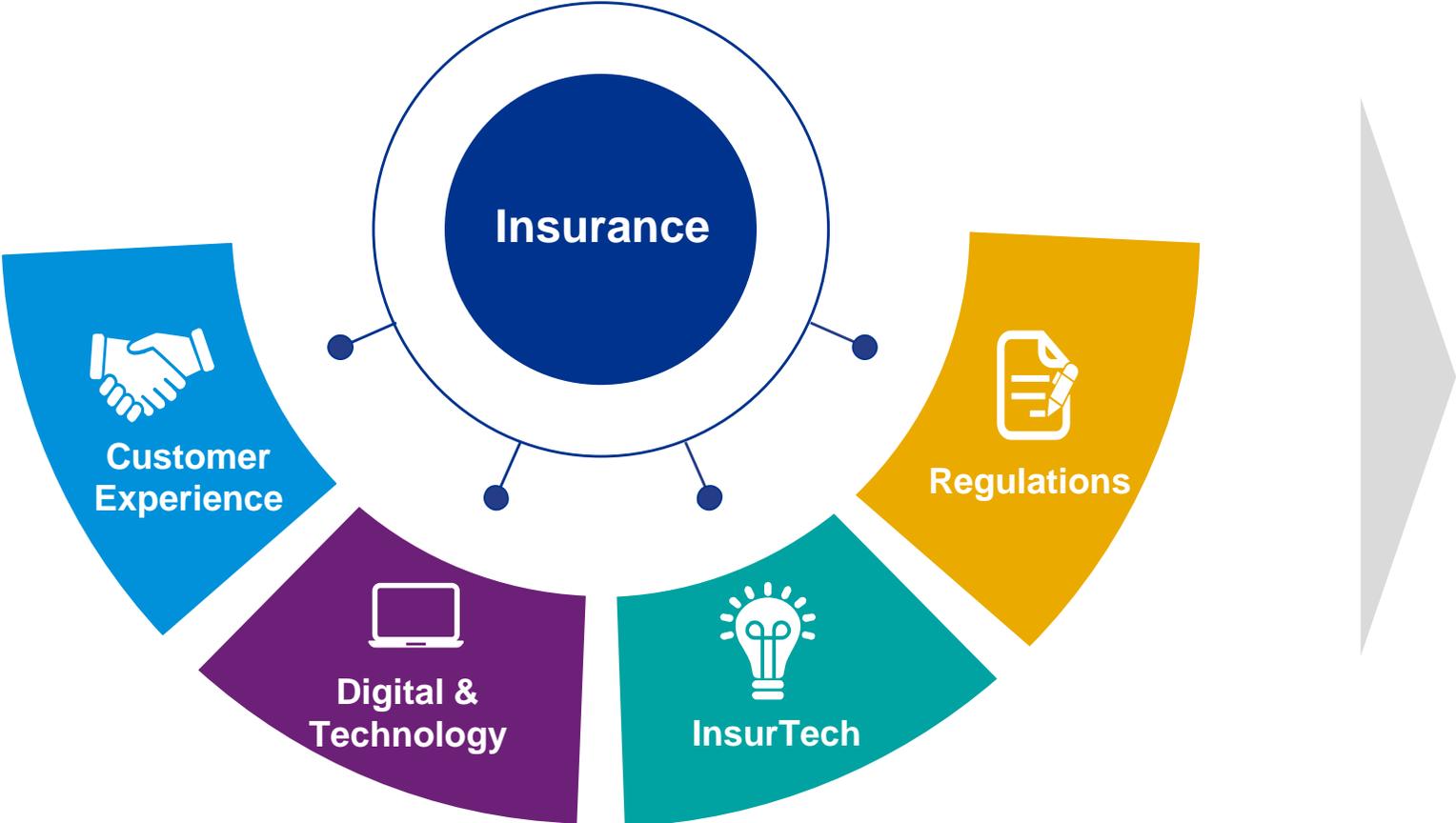
AI, nanotech,  
biotech, cyber-  
physical systems,  
digital labour

***We are experiencing disruption at an unprecedented scale as technology changes the way work is performed and how value is delivered to customers***

# The nature of the workforce is changing

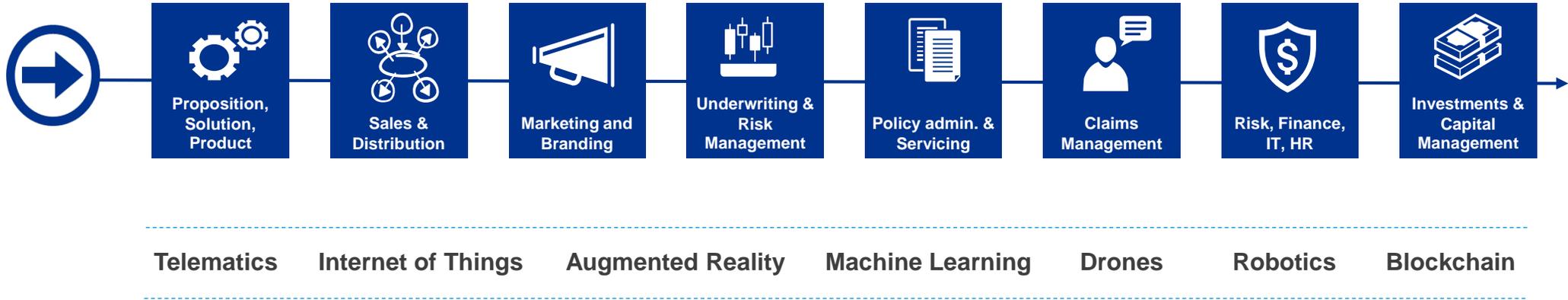


# The fourth industrial revolution for the insurance industry



**Insurers need to rethink their talent management strategy to consider growing digital requirements**

# Technology is disrupting the insurance value chain



# Intelligent automation will have a considerable impact

How will the acceleration of intelligent automation and other disruptive technologies impact the workforce of the future?



## Privacy and compliance

- Reduce errors in transactional tasks
- Limit exposure to sensitive data
- Respond quickly to regulatory and policy changes

## Process improvement and efficiency

- Automation of tasks 365 days and 24/7
- Accelerate completion rates of certain tasks
- Rapidly scale up/down operations

## Quality and accuracy

- Reduce quality issues associated with manual data entry
- Deploy new “no-labour” data integrity routines
- Fully auditable

## Employee satisfaction

- Enable resources to focus on higher value added activities
- Reduce amount of repetitive tasks

## Customer satisfaction

- Increased speed to service delivery
- Provide accurate and prompt answers to customer inquiries



# Existing workers will see their jobs altered by automation



## Human workforce

- High value added tasks
- Work with increased information availability
- Work with new and changing technology
- Create new workflows, processes, metrics
- Machine management skills



## Digital workforce

- Perform repetitive tasks (i.e. manual data entry)
- Transactional tasks
- Improve execution of running the core business
- Act as front line employees personal assistants

***We believe machines will not replace humans, rather they will work alongside to maximize the value of both humans and machines***

# ...Across the entire value chain



What are the biggest gaps in talent that insurers will face in the next three years?



Analyze data. Propose custom products (i.e. pay-as-you-live).	Take care of the paperwork. Instant binding. Act as personal assistant.	Perform market research and analysis. Automated client profiling and targeted marketing.	Automated risk evaluation. Use of data from sensors and connected objects to customize underwriting.	Automated self-service. Chatbots to communicate with clients. Automated renewals.	Automated no-touch claims. Claim status updated in real-time. Exchange with vendors.	Book-keeping and internal audit will largely be automated.	Provide recommendations based on analysis.
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Use data to design products that meet individual client needs. Draw insights from data to creatively develop new products.	Focus on engaging with clients. Focus on complex risk advice.	Insight-driven, creative marketing process. Digital marketing skills.	Use of connected objects and fraud management tools.	Focus on client service.	Focus on client service. Solve complex or sensitive cases. Focus on predicting and preventing claims.	IT to put in place, training and maintaining robots. HR will manage people.	Make decisions based on data.
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# Some roles are emerging

## Emerging roles in the workforce in the Financial Services industry by 2022:



- Data analysts and scientists
- AI and machine learning specialists
- User experience and human-machine interaction designers
- Digital transformation specialists
- Sales and marketing professionals
- Client information and customer service workers
- Innovation professionals
- IT services
- Information security analysts
- Operations managers

Source: *Future of Jobs Survey 2018, World Economic Forum*

# The culture and capabilities of the workforce evolve as the nature of jobs fundamentally change

As technology wins terrain in the workspace, more and more tasks are automated and humans will have to increase their unique potential to:

- Listen, interact, understand, and manage people: employees and customers
- Analyze and interpret data with creativity and critical human judgement
- Build, manage, and maintain technology

“Human skills” such as critical thinking, empathy, social perceptiveness, creativity, complex problem solving, etc. will be crucial.



***We expect the skills required to succeed in the insurance industry to change significantly in the next three years***

... And the insurance workforce is also changing

How do we prepare for a new wave of talent management, integrated learning and the overall work experience where 'human skills' are becoming more important?

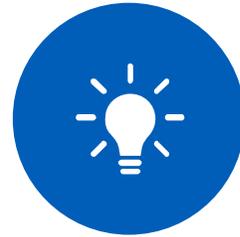


- **Aging workforce:** a wave of departures over the coming decade as most of the industry's baby boomers will retire
- **Millennials** now represent the largest cohort in the workforce and they have different expectations
- **Talent scarcity** and **limited attractiveness and awareness** of the industry
- **Insufficient graduates** coming out of schools with the required skills
- **InsurTech** are competing for insurance talent
- Considerable **competition for IT talent:** insurers' need to maintain legacy systems may be less attractive to young IT talent
- **Contingent workers** are becoming more prevalent within the industry



*Under constant transformation, insurers have to re-invent their talent strategy: the way they attract, plan, manage, and develop talent*

# New wave of talent management



## Employers' main challenges during recruitment process:

- Bringing in different skill sets from outside of the insurance sector to encourage collaboration and to find innovative ways of competing and staying relevant.
- Understanding and planning for future skill requirements.
- Developing and retaining the right talent for each stage of the organization's transformation journey.
- As more routine jobs are being replaced by automation, recruiters need to be creative to attract a high skilled workforce in a context of talent scarcity.

# Top ten talent questions

## Now & Tomorrow

1

### *Employee brand*

Is your brand attracting the right talent?

## Digital Labour

2

### *Automation*

Are you introducing robots and machine learning to your business?

## Simplification

3

### *Process improvement*

How is your process improvement aligned to simplifying the work for your talent?

## Technology Enablement

4

### *Systems integration*

Are you currently using the right technology to unlock your talent's maximum capability?

## Reward practices

5

### *High potential rewards*

Are you introducing robots and machine learning to your business?

## Changing Capabilities

6

### *Talent strategy*

How is your talent strategy aligning the 5 generations in the workplace?

## Succession Planning

7

### *Aging workforce*

How do you keep critical knowledge and transfer it to your future talent?

## War for Talent

8

### *Talent scarcity*

Are you looking for alternative ways to overcome talent scarcity?

## Metrics Alignment

9

### *Expectations*

Are current KPI's aligned to your future performance management vision?

## Employee Engagement

10

### *Our people, our brand*

Are current engagement strategies going to retain your best talent?



Questions?

Thank you!





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