Beyond the perception

Insurance broking through the eyes of young professionals

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Community Where Expertise Meets

Why tell this story?

The opportunities are broad; the challenge is making them visible and understandable to future entrants.

VISIBILITY

How well do students and graduates understand the breadth of insurance broking?

REALITY

What surprises those who enter the profession — positively and negatively?

AUTHENTICITY

Who better to tell that story than the young professionals living it?

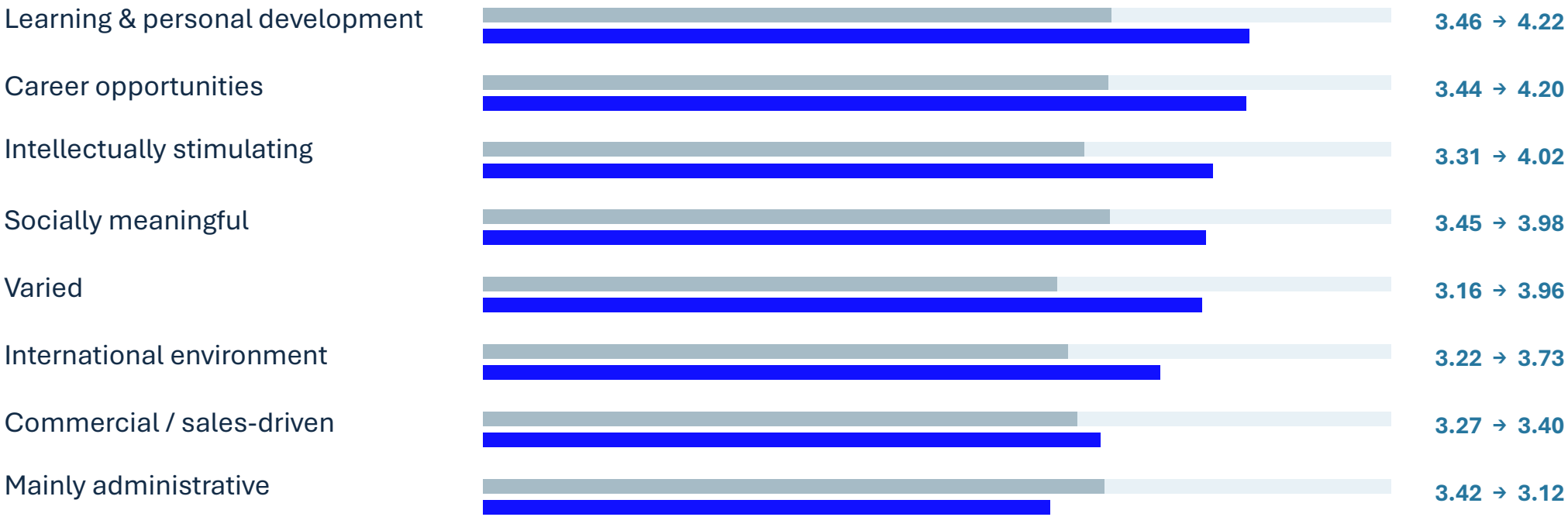
Our approach

To explore these questions, Becobra surveyed the young professionals working within its member brokerage groups. Findings are indicative, not statistically representative of the entire sector.

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Perception vs. experience

Seven scores rise with experience; the administrative score falls — a welcome correction to expectations.



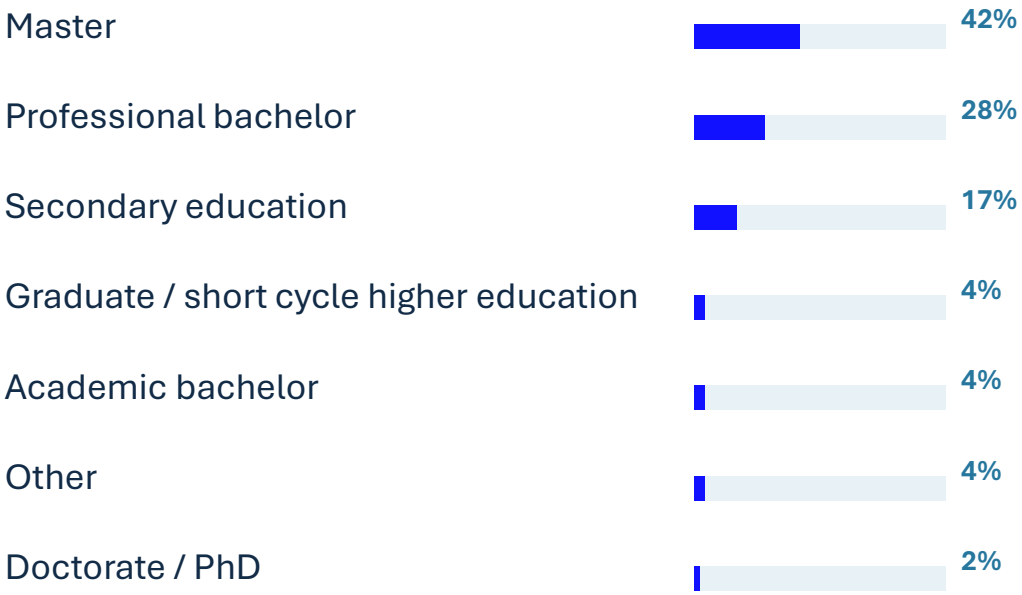
Mean scores / 5 · Grey = expected · Blue = experienced · Lower “mainly administrative” is favourable

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Different paths into the profession

There is no single academic route into broking: recruiting beyond insurance degrees widen the talent pool.

HIGHEST QUALIFICATION



FIELD OF STUDY



Percentages refer to survey respondents only and are not representative of the overall workforce in insurance broking.

Different backgrounds, different paths into broking

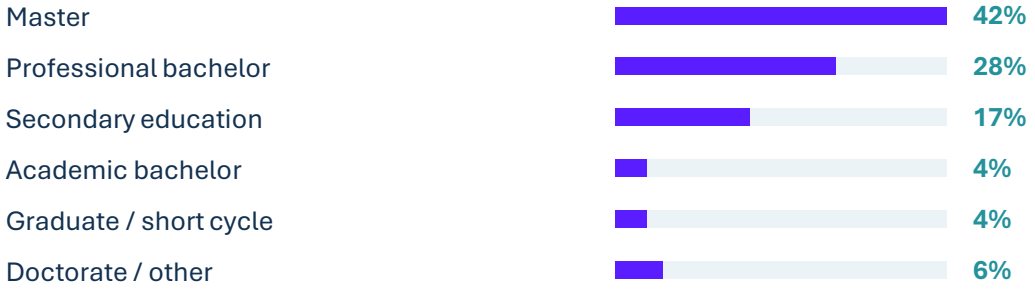
There is no single route into broking. Direct entrants and career changers may need different forms of induction and insurance-specific learning.

DIVERSITY OF BACKGROUNDS

Field of study



Highest qualification



TWO OBSERVED ENTRY PATTERNS

DIRECT ROUTE · FINANCE OR INSURANCE-RELATED STUDIES

85% started their professional career in broking

77% had an insurance internship or student job

INDIRECT ROUTE · OTHER STUDY FIELDS

73% worked elsewhere before entering broking

Prior sectors: consulting, law, finance, security, healthcare...

Different entry routes highlight the importance of tailored onboarding and insurance-specific training.

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One profession, many activities

The breadth of roles is a recruitment asset — and makes it more challenging to convey

Insurance operations / administration 45%	**Broking / placement / market negotiation** 37%	**Client / account management** 35%	**Advisory / consulting** 33%	**Claims handling / claims advocacy** 18%
Business development 14%	**Technical insurance / product specialism** 10%	**Risk analysis / risk engineering** 8%	**Actuarial / modelling** 6%	**Digital / technology solutions** 4%

% of respondents selecting each activity; multiple selections permitted.

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What does the job really involve ?

Collaboration and solutions feature prominently, challenging the idea of a mainly administrative or sales-driven job.

Teamwork 86%	**Contact with insurers and professionals** 65%	**Solving problems** 63%	**Designing solutions** 61%	**Client contact** 59%
Administration 55%	**Advising** 47%	**Analysing data** 41%	**Negotiating** 33%	**Commercial activity** 25%

% of respondents selecting each activity; multiple selections permitted.

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What does it take to thrive?

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Professional success calls for people skills and judgement as well as the motivation to keep learning.

Communication	78%	**Problem-solving**	65%
Willingness to learn	59%	**Teamwork**	57%
Analytical thinking	51%	**Attention to detail**	47%
Relationship building	43%	**Commercial awareness**	43%

Also selected: curiosity, listening, adaptability, resilience, negotiation, initiative, empathy and creativity.

% of respondents selecting each activity; multiple selections permitted.

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Which skills do they develop?

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Broking develops specialist knowledge alongside portable skills — a combination that may appeal to young professionals exploring career opportunities across different functions and industries.



Skills developed since joining insurance broking. Word size reflects selection frequency; up to three choices per respondent.

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What makes the profession attractive?

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Career appeal goes beyond the job itself: development, people and flexibility drive attraction.

Learning & development 54%	**Colleagues & teamwork** 46%	**Flexibility / hybrid work** 46%	**Problem-solving / challenge** 42%	**Responsibility & autonomy** 36%
Developing expertise 32%	**Work-life balance** 32%	**Variety of work** 30%	**Client contact** 30%	**International exposure** 28%

Also selected at 28%: helping clients when something goes wrong.

Up to five choices per respondent; percentages show selection frequency, not relative importance.

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What are the main challenges?

A more appealing image will only be credible if workload and administrative friction are also addressed.

Workload / busy periods 47%	**Administrative workload** 37%	**Regulation / compliance** 29%	**Pressure / client expectations** 29%
Image of the insurance sector 27%	**Pace of change / innovation** 18%	**Technology / systems** 14%	**Unclear career paths** 14%

Up to three choices per respondent; percentages indicate selection frequency.

A profession where you grow and make a difference

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Career development combines growing expertise, evolving responsibilities and meaningful contributions.

EARLY CAREER PROGRESSION

More responsibility	61%
Changed role	33%
Coaching / supporting juniors	27%
More client-facing	24%
More technical / specialist	22%

Multiple selections

SENSE OF IMPACT

77%

say they make a difference “a lot” or “very much”

A lot	59%
Very much	18%
To some extent	18%
A little	4%
Not at all	2%

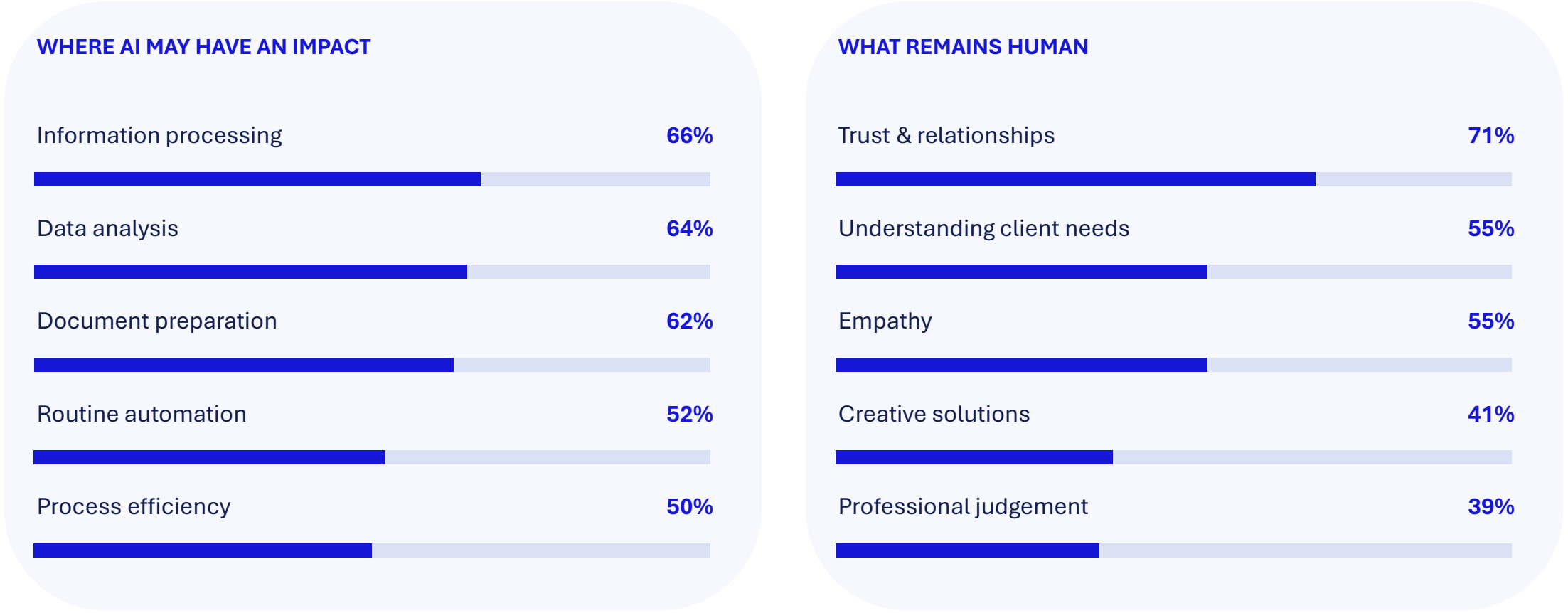
Single choice

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Technology transforms tasks. People create value.

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Respondents expect AI to reshape information-heavy work, while trust and judgement remain central to the broker's role.



Different multiple-choice questions; percentages are selection frequencies and not directly comparable.

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What would future entrants want to know?

Recruitment communication should answer concrete questions about roles, progression and coaching, not just promote the sector.

Jobs and day-to-day work	42%	Future of work and AI	28%
Career opportunities	42%	Stress and downsides	26%
Coaching and feedback	40%	Relevant background and skills	22%
People and culture	32%	Learning and responsibility	22%
Flexibility and work-life balance	30%	Benefits beyond salary	12%
Meaningful work	30%	Salary expectations	10%

Up to three choices; percentages represent selections, not first-choice rankings.

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A profession worth recommending

Young professionals' own recommendations offer a credible voice for communicating the profession's appeal.

94%

would recommend a career in insurance broking to a friend

68%

would be likely or very likely to choose the career again

A compelling story — without ignoring the challenges.

