



Securing the MGA future

2026 workforce and technology report



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Executive summary

The MGA industry is evolving rapidly amid significant shifts in demographics, technological advancements, and market dynamics. Our survey data from 185 specialty insurance professionals revealed eight major areas of consideration for MGAs across the United States.

What we found

- **Aging workforce and talent gaps:** Over 67% of MGA professionals in our workforce survey were 44 years of age or older while only 4% were under the age of 28. This confirms a generational gap and signals an approaching retirement wave that will impact operations, client relationships, and underwriting continuity. Succession planning and knowledge transfer are now strategic priorities, rather than stand-alone HR activities.
- **Recruiting is active but difficult:** A majority of MGAs (58%) reported active recruitment but 53% described attracting new talent as at least “somewhat challenging” while 16% called it “extremely challenging.” The difficulty is especially acute in attracting licensed, experienced talent and tech-savvy professionals. MGAs cited compensation, remote flexibility, and benefits as their most common recruiting levers, but only 28% offer clear upward mobility paths.
- **Core systems are widespread and strategic:** 70% of respondents said they use a policy administration system in daily work, while 72% always use document management,

and 61% always use workflow tools. This level of adoption reflects a maturing digital foundation across the MGA segment. Now, the focus has shifted to better integrating these tools and extracting greater business value.

- **Data-driven operations are the new standard:** More than 72% of MGAs use data for risk analysis while 58% use it to inform pricing and 42% to guide product development. Additionally, 62% use analytics to identify new market opportunities, showing data is central to both tactical decisions and strategic growth. However, data infrastructure varies widely, and not all MGAs have integrated systems or real-time reporting, which limits the impact of analytics.
- **Growing interest in AI:** Only 21% of MGA respondents reported current AI use, but nearly 50% said they plan to implement AI in the near future. Among current users, top use cases include task automation, underwriting support, and customer service. MGAs preparing for AI understand that success depends on clean, connected data and aligning AI usage to enhance employee workflows across all departments, not replacing them.
- **MGA growth is strong but shifting:** While 62% of MGAs are growing through new carrier partnerships and 49% are launching new products, many are also focused on strategic optimization to drive margin growth. That means increasing profitability not just by adding premiums, but by

reducing inefficiencies, improving loss ratios, scaling with less manual effort, better use of technology, and more focused partner strategies. In 2026, many MGAs are prioritizing sustainable, efficient growth over expansion alone.

- **Competition and costs are top strategic challenges:** 78% of MGAs said increased competition is difficult for their business while 72% cited rising reinsurance costs. Talent shortages, inflation, and interest rates followed closely behind. MGAs that strengthen operations, control expenses, and focus on strong partner relationships will be better positioned for performance in 2026.
- **What sets future-ready MGAs apart:** Based on survey insights, high-performing MGAs share several traits:
 - Modern core systems used consistently across teams
 - Strong use of data for decision making and partner transparency
 - Measured, proactive steps toward AI and automation
 - A focus on operational excellence as a growth strategy

This report explores each of these themes using direct responses from MGA leaders, managers, and frontline teams across the country. Their insights are grounded in day-to-day realities and offer a practical look at what's working, what's not, and where MGAs should consider adapting in order to thrive in 2026 and beyond.



Our survey respondents

To understand how MGAs are navigating workforce, technology, and growth pressures in 2026, we conducted a comprehensive survey in the second half of 2025 that was distributed to our network of specialty insurance professionals across the U.S. In total, 185 respondents participated from organizations of various sizes, offering insights across underwriting, operations, technology, and leadership roles. Mirroring the gender balance of the insurance industry at large, our respondents were 55% female and 45% male with 1% opting not to disclose their gender. **For simplicity, this report uses "MGA" as an umbrella term encompassing MGAs, MGUs, program administrators, and wholesalers represented in the survey.**

Who we heard from

Respondents represented a mix of MGA decision-makers and frontline professionals:

- Owners, presidents, and C-level leaders made up 21% of responses.
- VPs and directors accounted for 22%.
- Managers made up 23%.
- The remaining 34% of respondents selected "other," including hybrid and multi-functional roles, or were individual contributors (12%) and consultants/contractors (3%).

More than 52% of respondents have over 20 years of experience in insurance, including 28% with 30+ years, reflecting a veteran-heavy workforce with deep industry experience.

- 30+ years of experience: 28%
- 20–29 years of experience: 25%
- 11–19 years of experience: 17%
- ≤10 years of experience: 30%

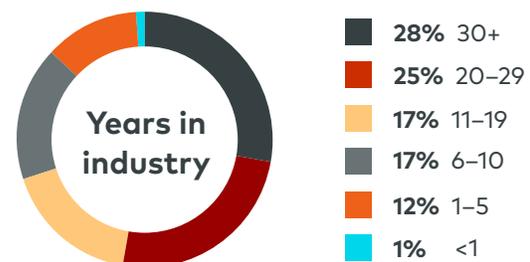
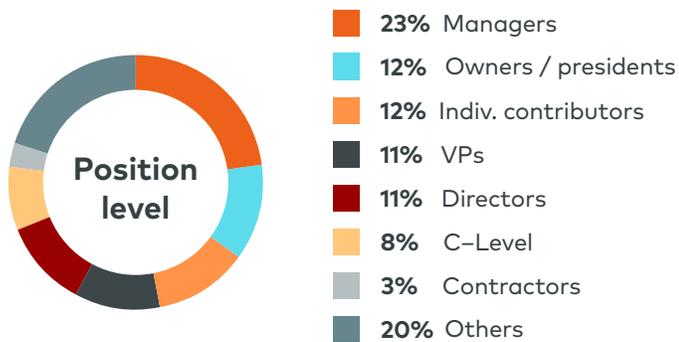
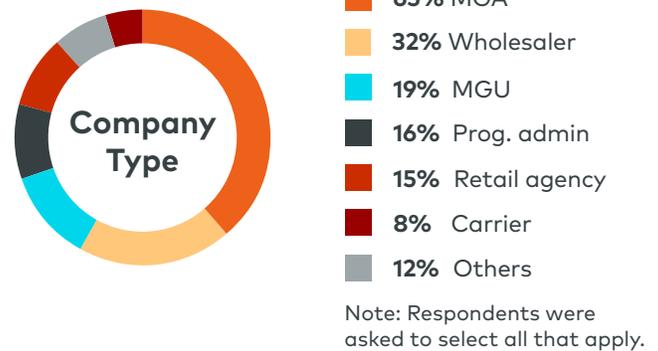
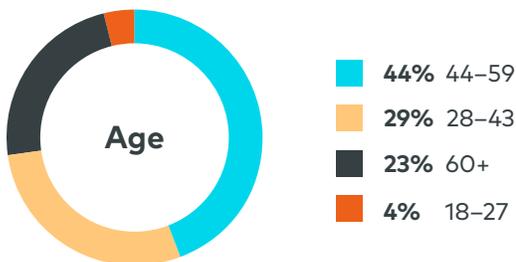
Another indicator of a veteran workforce was the age breakdown of our respondents: 67% of participants were 44 years old or older. In contrast, just 4% were under 28 years old, reinforcing concerns about generational transition, workforce aging in the MGA space, and mid-level employee burnout.

- 18–27 years old: 4%
- 28–43 years old: 29%
- 44–59 years old: 44%
- 60+ years old: 23%

Respondents represented a wide spectrum of industry organizations. (Note: respondents were asked to select all that apply.):

- 65% from MGAs
- 32% from wholesalers
- 19% from MGUs
- 16% from program administrators
- 15% from retail agencies
- 8% from carriers
- 12% said other*

*Those that answered "other" were made up of employees from premium finance lenders, consultants, IT companies, aggregators, and intermediaries.





Introduction:

Why 2026 is a turning point

As MGAs enter 2026, the industry finds itself at a pivotal inflection point. Multiple forces are converging: an aging workforce is increasing the gap in talent and knowledge, core technologies implemented over the past decade have reached maturity, and breakthrough innovations like AI are shifting from novelty to practical use. At the same time, macroeconomic and market trends are influencing the pace of growth across the insurance sector. This confluence is making 2026 a year of strategic significance for MGAs, highlighting the importance of adaptability and thoughtful modernization.

One major driving factor is the changing demographics of the insurance workforce. The [U.S. Bureau of Labor Statistics](#) projects around 400,000 insurance professionals

will leave the industry by the end of 2026, with half of the current workforce expected to retire within the next decade. For MGAs, this wave of retirement isn't a distant forecast; it's an immediate reality. Seasoned underwriters, program managers, and brokers are exiting the workforce, taking decades of expertise and knowledge with them. Replacing these tenured employees is no simple task, especially given insurance's long-standing struggle to attract younger talent. Notably, only [4% of millennials](#) expressed interest in insurance careers in recent industry surveys. As a result, MGAs face increased urgency to not only backfill roles but also to capture institutional knowledge before it walks out the door. Many are doubling down on

mentorship programs, succession planning, and digital [knowledge bases](#) to preserve invaluable knowledge and expertise.

Another factor making 2026 a turning point is the technology plateaus and breakthroughs the industry is navigating. Over the past few years, most MGAs have felt the pressure to modernize policy administration systems, workflow tools, and data platforms to form an operational baseline. Many MGAs have implemented core systems, but the challenge of 2026 is figuring out what comes next.

With foundational tools in place, MGAs are asking how to differentiate and optimize further. The answer centers on advanced analytics and AI, enhanced connectivity, and user experience.

In 2023, there was an explosion of interest in generative AI with insurance industry investments in AI [surging threefold in that year alone](#). By 2024, early adopters in the MGA community began to realize that fancy AI demos meant little without practical integration into underwriting or claims workflows. Heading into 2026, the mindset has shifted from experimentation to execution. Forward-looking MGAs will focus on [pragmatic AI deployments](#) that complement their human expertise, such as AI-assisted risk modeling or automated compliance checks. Crucially, they recognize that these high-tech tools only pay off with clean, quality data and support from well-trained staff. This marks a departure from the “shiny object syndrome” and leans toward a more disciplined, results-oriented

approach to AI and technology.

Finally, changing market conditions and competitive dynamics are shaping how MGAs plan for growth. U.S. MGA-written premiums [grew about 16% in 2024](#), significantly outpacing the broader industry. This expansion has been fueled by factors like a sustained hard market in specialty lines, ample available capital, and insurers’ appetite for outsourcing niche business to specialists. However, [industry experts](#) caution that this breakneck growth may temper. Interest rates, which influence insurance capital and M&A, are expected to stabilize or even tick downward slightly, potentially spurring some consolidation activity. If inflation remains in check, certain P&C lines could see softening rates, easing the urgency that drove so much new business into the E&S market—we’re already seeing rates decrease in some lines, like [commercial property](#). In parallel, the success of MGAs has attracted new competition, including InsurTech-driven entrants and traditional wholesalers expanding their capabilities, which could crowd some niches. Regulators, too, have taken notice of the MGA boom and are re-examining oversight frameworks, especially in regions where insurer pullback due to catastrophes has made MGAs more prominent. All these shifts imply that the days of easy growth are waning. The name of the game in 2026 is efficiency, specialization, and strategic agility. MGAs are pivoting to focus on profitable underwriting discipline and operational streamlining, and those who run lean and smart will outperform those who simply chase volume.

In summary, 2026 stands as a turning point for MGAs because the ground beneath the industry is moving. Talent renewal, tech evolution, and market recalibration are all happening at once. The rest of this report takes a closer look at each of these areas, from people risk and core system imperatives to real-world AI applications and growth

strategies that will define the future-ready MGA. For MGA leaders, understanding these developments is essential to navigating the next era of opportunity and risk. As the industry evolves, those who adapt with intention will be positioned to move forward with confidence.





People risk: Talent shortages and the aging workforce

The MGA segment has long been powered by deep underwriting expertise and trusted relationships. However, workforce realities are challenging that foundation. The survey data confirms that demographic pressures and recruiting difficulties are creating a widening talent gap. As retirements accelerate and the search for skilled replacements intensifies, MGAs must view workforce strategy as a core business priority. The following insights explore this further and what high-performing MGAs are doing to respond.

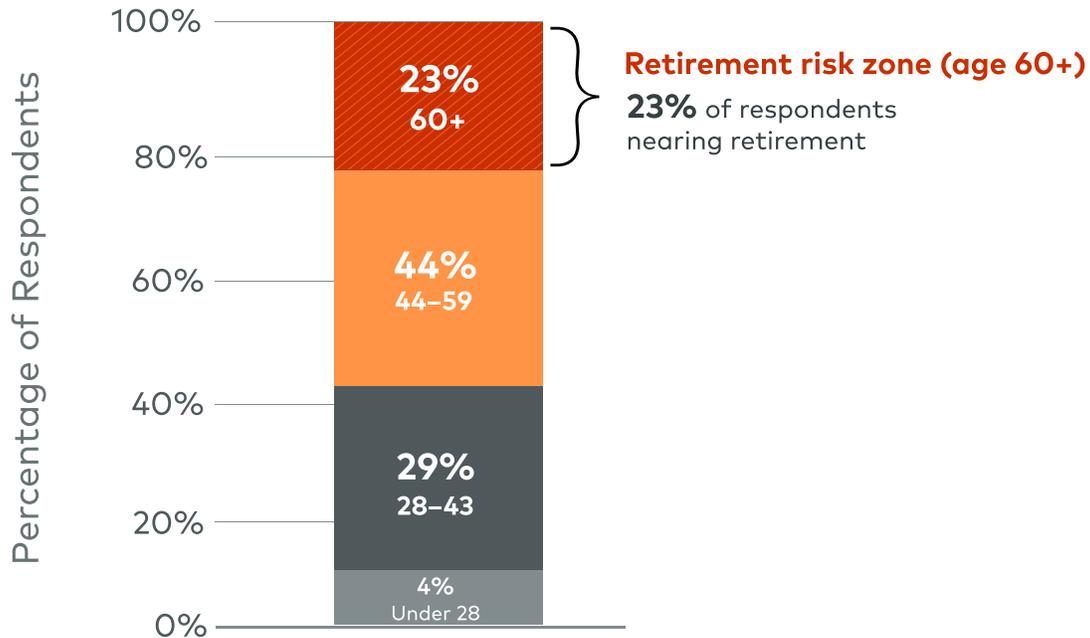
1.1 A demographic cliff

Our workforce survey revealed a clear demographic imbalance. More than 67% of respondents were aged 44 or older, including over 23% aged 60 or above. In contrast, around 4% were under the age of 28. These findings point to a workforce that is both highly experienced and rapidly approaching retirement.

More than half of survey participants reported working in insurance for over 20 years, and nearly 28% have more than 30 years of experience. This signals deep institutional knowledge

but also underscores the risk of knowledge loss if companies don't have succession and training structures in place.

MGA Workforce by Age



MGAs risk losing underwriting judgement, market knowledge, and long-standing agency relationships when experienced team members exit. While some knowledge can be documented, much of what drives strong MGA performance, such as market nuance and carrier negotiations, resides in individual expertise. Capturing and transferring that expertise must become a leadership priority in 2026. This could be an opportunity for MGAs to leverage AI as a practical way to institutionalize individual knowledge, protect continuity, and accelerate transition time between experienced and incoming talent.

While a veteran workforce creates a continuity risk for MGAs, succession planning cannot succeed if it simply shifts pressure onto mid-career teams. Many of these mid-career employees are already absorbing undocumented knowledge, mentoring newer hires, and maintaining day-to-day operations, often without added capacity or formal support. Effective succession strategies must reduce burnout risk by pairing knowledge transfer with realistic workload planning, structured documentation, and investment in enablement tools. If done well, succession planning can strengthen both organizational resilience and long-term individual career sustainability, not just continuity.

“

When my generation [retires] there will be a huge loss of knowledge in the industry.

- MGA President/Owner

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On the upside, the fact that MGAs employ so many veterans attests to the industry's appeal. Many survey participants indicated they fell into the MGA segment and stayed for decades because of the entrepreneurial, innovative environment and opportunities it offers. As one respondent noted, they “stuck with it...no regrets” after starting their MGA career 40 years ago. The challenge going forward will be to leverage this experienced talent while prepping the next generation of MGA leaders.



1.2 Recruiting is active, but success is uneven

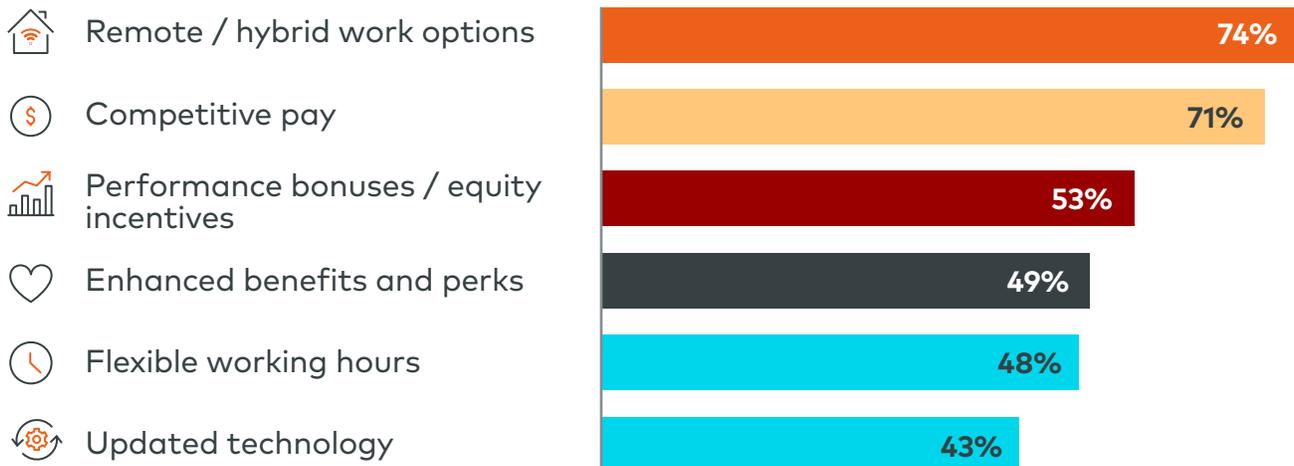
According to survey respondents, 58% indicated that their companies are actively recruiting. But 53% of respondents reported recruiting as a challenge including 16% calling it “extremely challenging.” These figures suggest strong hiring intent but limited success in reaching the right talent.

Notably, 28% of respondents entered the MGA industry from outside insurance. This suggests that recruiting pipelines are already expanding out of necessity, not just strategy.

The industry’s challenge isn’t just attracting resumes. It’s about shaping employer value propositions that resonate with modern professionals. Survey respondents highlighted a set of consistent tactics used to attract and retain employees:

- 74% offer remote or hybrid work options.
- 71% offer competitive pay.
- 53% use performance bonuses or equity incentives.

Top talent attraction / retention strategies



Only 28% reported offering structured career paths with upward mobility, despite younger professionals consistently ranking career progression as a [top motivator](#). This may limit retention among early-career hires, especially if they perceive MGA roles as flat or limited in scope.



Competitive [compensation] is role dependent, as is [a] path for upward mobility. [However, there is a] lower barrier to entry than some other companies.

- MGA Vice President



Interestingly, 43% of survey takers emphasized updated technology as a tool to attract and retain talent. Technology isn't just a back-office concern. It's increasingly part of the employer's value proposition, especially for younger and mid-career professionals who want to work in streamlined, modern environments. Several respondents commented that intuitive systems and reduced manual work were major factors in employee satisfaction.

1.3 The talent formula for 2026

MGAs that want to sustain and improve performance over the next three years should focus on four priorities:

1



Codify institutional knowledge now

2



Expand hiring

3



Make MGA careers more appealing

4



Address mid-career burnout

1. Codify institutional knowledge now

The experience across MGA teams is a strength, but only if it can be captured and passed on. MGAs should identify their most senior talent and formalize mentoring, documentation, and cross-training processes before retirement timelines accelerate.

2. Expand hiring

With a limited pool of insurance-trained professionals, many MGAs are already hiring from outside the industry. This can be a strength. Consider candidates from operations, finance, or data backgrounds who can learn the underwriting and regulatory nuances. Success will depend on structured onboarding and internal upskilling.

3. Make MGA careers more appealing

Competing for talent requires more than compensation. MGAs should emphasize flexibility, growth paths, and mission. Companies that link performance to outcomes, encourage ownership thinking, and offer modern tools will have the edge.

4. Address mid-career burnout

MGAs need to have a contingency plan in place to support employees that will be taking on the workload and responsibilities of those who are retiring. Consider workload rebalancing and investing in automation to offload routine tasks and create space for mid-career development and recognition.





Core systems are table stakes. What's next?

Over the last decade, MGAs have made significant strides in modernizing their technology infrastructure. The workforce survey data shows that adoption of core systems—like policy administration systems, document management, and workflow automation—is no longer considered aspirational. It's foundational. These tools are now embedded in day-to-day work with most organizations using them consistently. This puts the MGA industry ahead of many segments of traditional insurance in digital maturity. But with the table set, the question for 2026 becomes: what's next?

2.1 High adoption, high dependence

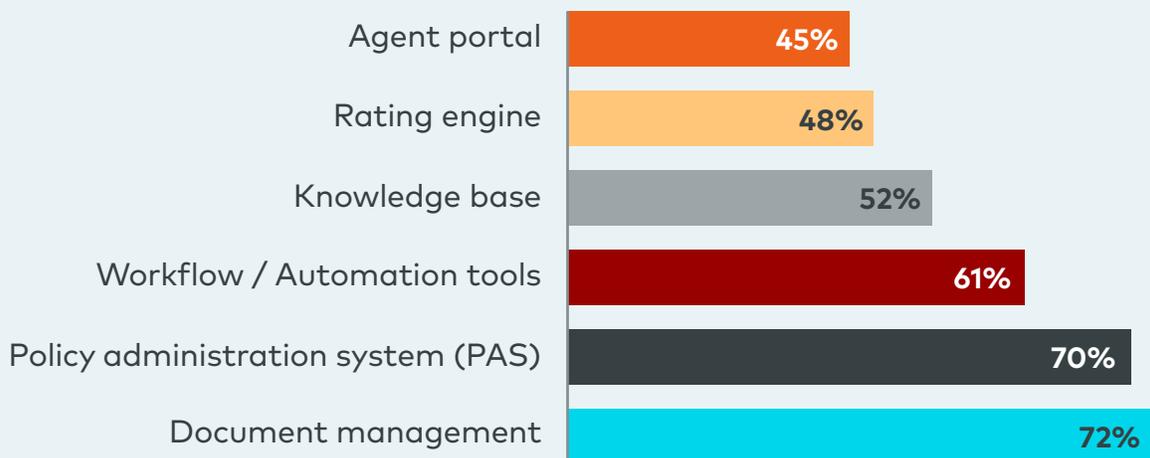
When asked, "How often do you use the following technology solutions?" respondents reported the following:

- 72% always use document management.
- 70% always use a PAS.
- 61% always use workflow or automation tools.
- 52% always use a knowledge database.
- 48% always use a rating engine.
- 45% always use agent portals.

These numbers reflect a digitally enabled environment where core tools are part of the daily operational rhythm. For MGA professionals, modern systems are not just helpful; they are essential. Respondents consistently reported high daily use of core technology, suggesting that these systems are deeply embedded in MGA workflows. In several open-ended comments, team members linked modern tools to increased efficiency and ease of work.

This isn't just about software availability. Adoption is widespread because tools are being used consistently across teams. This kind of organizational alignment—where business development, customer service, claims, underwriting, and operations staff all work within the same systems—reduces friction and improves visibility.

Percent of respondents that "always" use the following technology solutions



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We've got real opportunities to use tech to reduce friction for agents, tighten up underwriting, and create products that are both smarter and easier to sell. If we stay focused on execution and keep things simple for the end user, we can move the industry forward in a meaningful way.

- MGA Vice President

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2.2 The shift to optimization

While core tech adoption is strong, survey responses suggest a shift in mindset. Rather than acquiring more tools for the sake of having new tools, MGAs are now looking at value and integration ability with existing infrastructure.

Several people noted that “having the tool” isn’t enough. The differentiator is how well it’s integrated into daily workflows.

One respondent said, “I’m excited by how MGAs are driving innovation through niche underwriting and tech adoption, offering agility that traditional carriers often lack... [But,] balancing growth with discipline will be key.”

It should be noted, however, that while many MGAs recognize the need to optimize and integrate core systems, the pace and

scope of these efforts are often impacted by outside forces, like carrier technology requirements, contract obligations, and capital availability.

Additionally, as MGAs shift from technology adoption to optimization, success should be measured not only by efficiency gains but by how much easier daily work becomes for teams. Many employees already feel the strain of workflow fatigue from duplicate data entry and fragmented tools. The goal of optimization should be fewer clicks, fewer handoffs, and clearer workflows that reduce friction; it should not just be a cost-cutting exercise. When technology genuinely simplifies work, it supports both scalability and employee sustainability.



2.3 A foundation for analytics and AI

MGAs are increasingly using data to not just transact but to inform strategy. When asked how their company is currently using data:

- 72% of respondents say their organization uses data for risk analysis.
- 62% use data to identify new market opportunities.
- 58% use data to support pricing development.

This points to a growing focus on turning operational data into business intelligence. But it also highlights a critical dependency on the quality of inputs.

Before MGAs can take advantage of more advanced capabilities including predictive modeling, machine learning, or AI, they must strengthen the data foundation within their core systems. MGAs that want to deploy automation, improve risk selection, or personalize quoting must first ensure their data is clean, structured, and accessible across systems. AI is not the end goal; it is the enabler for faster insights, better decisions, and scalable growth.

In other words, AI should not be the final say. It is extremely important to have a process of governance and continue to operate with a human-in-the-loop mindset. As one respondent notes: while AI-powered technology enables more efficient workflows, that should not take the place of critical thinking or human intervention.

“

[I'm] concerned data and analytics will become the norm and underwriting of risk will fall by the wayside in the generation of premium. That automates the process and does not require critical thinking.

- MGA Vice President

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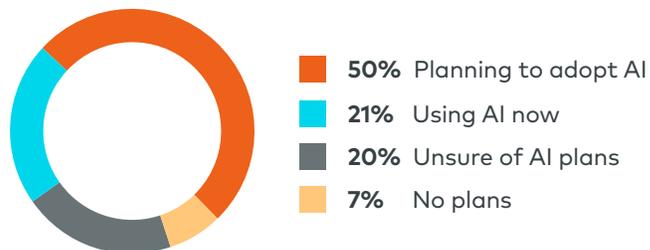
Beyond the buzz: Practical AI for MGAs

[Artificial intelligence](#) has dominated insurance headlines for the last couple of years, but for MGAs, real-world adoption has remained cautious. While large carriers and InsurTechs have piloted machine learning and AI-driven automation, many MGAs have taken a more grounded approach by waiting for proven use cases that clearly support underwriting, claims, or customer service. The survey data reveals that interest in AI is moving beyond curiosity and toward execution. As 2026 unfolds, the story isn't whether MGAs will adopt AI; it's how they will do it while maintaining a human-in-the-loop governance and whether their data and systems are ready to support it.

3.1 Adoption is emerging, intent is strong

According to the survey, 21% of MGA firms are currently using AI while about 50% said they plan to adopt AI soon, and just 7% said they have no plans to explore AI at all (the rest were unsure).

Where MGAs stand on using AI



While adoption is still in the early stages, half of MGAs are actively preparing for near-term implementation. Among current users, AI is most often used to:

- Automate repetitive tasks (e.g. document handling)
- Provide underwriting decision support
- Analyze data and identify trends

In open-ended responses, many said they were excited about the possibilities of AI, however, concerns were shared as well.

“ AI automation is a concern since it will eliminate jobs.
-Operations Director ”

“ AI automation is exciting because of the benefits to work-life balance while maintaining efficiency.
-C-level IT/Developer ”

“ There are many exciting new opportunities for automation using AI. This is both good and bad as AI has the capability to replace many jobs within the field.
-Finance/Accounting Manager ”

3.2 From hype to practicality

According to a [2024 report by Deloitte](#), insurance AI investment more than tripled between 2021 and 2023 but shifted in 2024 from exploratory pilots to embedded solutions focused on specific outcomes like quoting speed, fraud detection, claims handling, and regulatory compliance.

Survey respondents echoed this trend and some frustrations with "[AI hype](#)." It was emphasized that tools must be practical, explainable, and ROI driven to justify adoption and earn team trust.

“

There's a lot of people...chasing 'innovation' for the sake of looking modern without solving real problems.

-MGA Vice President

”

The most frequently reported practical applications were (Note: respondents were able to select all that apply):

- Automating repetitive administrative tasks (33%)
- Underwriting and risk assessment (26%)
- Generating reports and insights (25%)
- Data aggregation (25%)
- Customer service/experience (24%)
- Marketing and sales (24%)

In addition to these common applications, AI also provides an opportunity to create a smoother process of recording and transferring knowledge from the soon-to-retire workforce segments to the up-and-comers.

3.3 Data readiness is the gatekeeper

Every AI initiative, no matter how well designed, depends on data. While data use is widespread (e.g. 72% said they use data for risk analysis), not all MGAs have unified, clean, or consistently structured data environments.

Improving data readiness is less about desire and more about navigating carrier mandates, legacy contracts that limit data rights, and inherited system complexity. This makes progress in this area potentially a multi-year, incremental effort rather than an immediate fix. Since the success of AI adoption depends heavily on progress in data, MGAs that focus on these foundations early will be better positioned to gain value from AI over time rather than struggle with stalled or fragmented implementations.

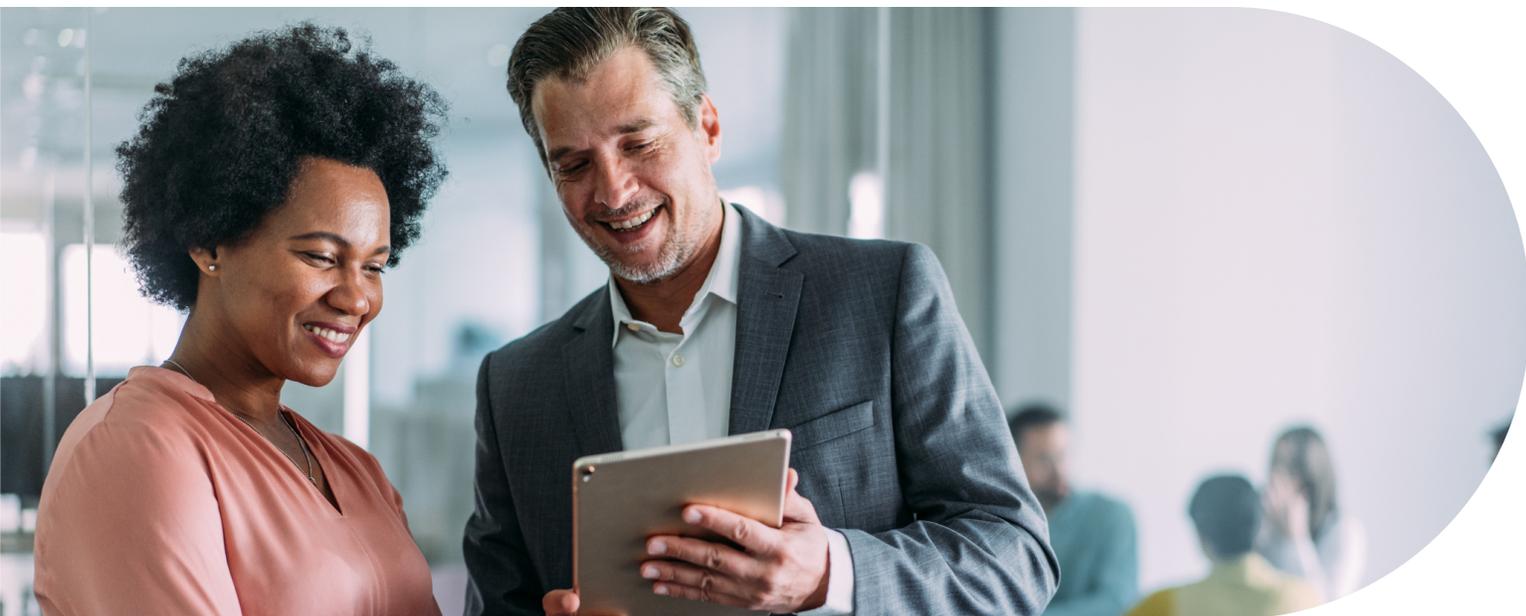
This data challenge is not just technical; it's also generational. As newer talent enters the industry, expectations for modern, AI-powered tools increasingly shape how employees assess potential employers. Organizations that delay modernization risk losing relevance not just with technology but with the very people they hope will lead the next decade of MGA growth.

“

The industry must grasp technology and innovation. Currently, it is too conservative to stimulate real change...

-MGA Owner/President

”



MGA growth: From expansion to optimization

The past several years has delivered strong growth for MGAs, driven by firming markets, increased carrier outsourcing, new risks, and demand for specialized programs. That momentum continued in 2025, but signs of another shift are emerging. The survey reveals that while MGAs remain bullish, their growth strategies are evolving. Expansion is no longer just about adding carriers or premium; it's increasingly about improving efficiency, strengthening profitability, and making better use of data and automation.

4.1 Growth remains strong, but pressure is rising

The MGA industry is still in growth mode, and the survey responses reflect that:

- 62% said their MGA is actively expanding carrier partnerships.
- 49% are launching new products or programs.
- 43% are expanding into new domestic geographies.

Interestingly, 36% said the current economy has had a positive impact on growth while 34% reported a negative impact. This near-even economic split indicates mixed market conditions, with some MGA segments benefiting from volatility (e.g. E&S) while others are experiencing pricing or capacity pressure. Additionally, 78% of respondents cited increased competition as affecting their business, and 72% noted rising reinsurance costs as a strategic challenge.

MGA leaders should respond in 2026 by weighing the trade-offs required to prioritize growth that supports margin improvement, scalability, and operational integration.

Top growth tactics among respondents



4.2 M&A and consolidation dynamics

With 35% of survey respondents reporting active involvement in M&A, consolidation remains a strategic consideration for MGAs. However, rather than accelerating, 2024 was a down year for MGA M&A activity. [According to Conning's 2025 market study](#), only 33 MGA-related transactions occurred in 2024 (down from 61 deals in 2023), marking the second consecutive year of declining M&A volume. Industry analysts attributed the slowdown to interest rate pressures, valuation uncertainty, and greater selectivity from buyers.

Still, the effects of prior years' dealmaking are being felt, particularly among MGAs that expanded rapidly from 2020-2022. For these high-growth MGAs, the focus for 2026 has shifted to integration: unifying technology, aligning teams, and standardizing operations to build scalable, margin-focused models.

This shift reflects a broader move away from growth at all costs toward sustainable scale.

4.3 Data, margins, and smart growth

As MGAs shift their focus, survey data shows increased interest in operational metrics and analytics: 62% use data to identify new market opportunities, 58% use data for pricing, 50% use data to collaborate with carrier partners, and 42% use data to guide product development.

Growth isn't just about writing more premium; it's about writing the right premium, at the right margin, through the right channels.

MGAs with more advanced reporting capabilities are better positioned to evaluate partner performance and reallocate resources quickly. In many cases, automation and AI are also being used to reduce overhead and refocus staff on high-value work, not basic data entry or quote follow-up.

These strategic choices increasingly shape how MGAs are viewed by carriers. Data transparency, operational discipline, and workforce stability now influence delegated authority renewals more than they have in the past. MGAs that demonstrate control and consistency are better positioned to strengthen carrier partnerships in a more selective market.





What to watch: Risks and shifts ahead

MGAs are entering 2026 with cautious confidence. The growth of the sector will continue, but success will depend on how MGAs navigate the following risks and shifts.

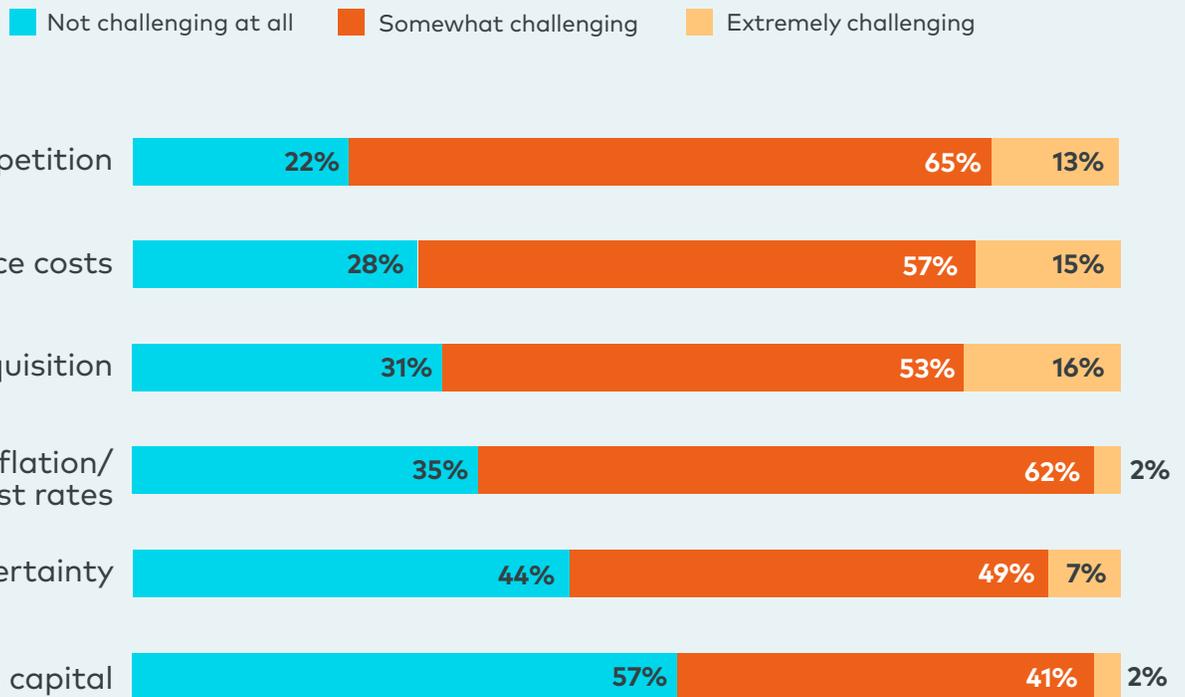
5.1 Competitive and economic pressure

When asked about what has been most challenging for their business in the last six months, respondents described competition not only from other MGAs, but also from carriers building direct distribution and large brokers forming delegated-authority entities. Several noted that organic premium growth is harder to achieve without unique programs, speed-to-quote capabilities, or highly specialized expertise.

- 78% of respondents said increased competition is affecting their business.
- 72% cited rising reinsurance costs.
- 64% noted inflation or interest rates.
- 56% mentioned political uncertainty.

These competitive and economic pressures are compounded by rising staffing costs, increased demands for technology investment, and evolving compliance requirements.

Operational impacts by reported level of difficulty



5.2 Regulatory oversight intensifying

Regulators and ratings agencies are signaling increased focus on the delegation risks of high-growth MGAs. In 2024, [Louisiana passed House Bill 672](#), strengthening MGA oversight. The law introduced quarterly reporting, expanded financial audit requirements, and new authority for the insurance department to examine MGA operations. Some [industry experts](#) think this was a response to recent insurer financial strains.

Nationally, the NAIC's 2025 [Financial Condition Examiners Handbook](#) now emphasizes more rigorous evaluation of carrier oversight of delegated underwriting authority, including MGAs. Meanwhile, [AM Best](#) cautioned that some MGAs have written unprofitable business to boost commissions and urged carriers to enforce stricter accountability within these partnerships. Together, these developments show that regulatory expectations are rising across the board, and MGAs must be prepared to demonstrate compliance, transparency, and control as standard parts of their business model.

5.3 Evolving expectations from carriers and brokers

As part of the [new AI frontier](#), carriers and retail agent partners are expecting more: faster quoting, more transparent reporting, and tighter underwriting controls. This growing "professionalization pressure" means MGAs must reduce response times, justify risk appetite decisions with data, and demonstrate operational rigor.





The future-ready MGA

There are two major things the survey data makes exceptionally clear: MGAs are part of an industry in transition, and successful MGAs will look different than they did even a few years ago. Their growth won't be driven purely by expanding premium or new carrier appointments. Instead, it will be powered by smarter operations, strategic hiring, cleaner data, and purpose-built technology that supports consistency and scale.

In this final section, we'll highlight key traits of the future-ready MGA that surfaced in the survey and what leaders should prioritize next.

6.1 Common traits of high-performing MGAs

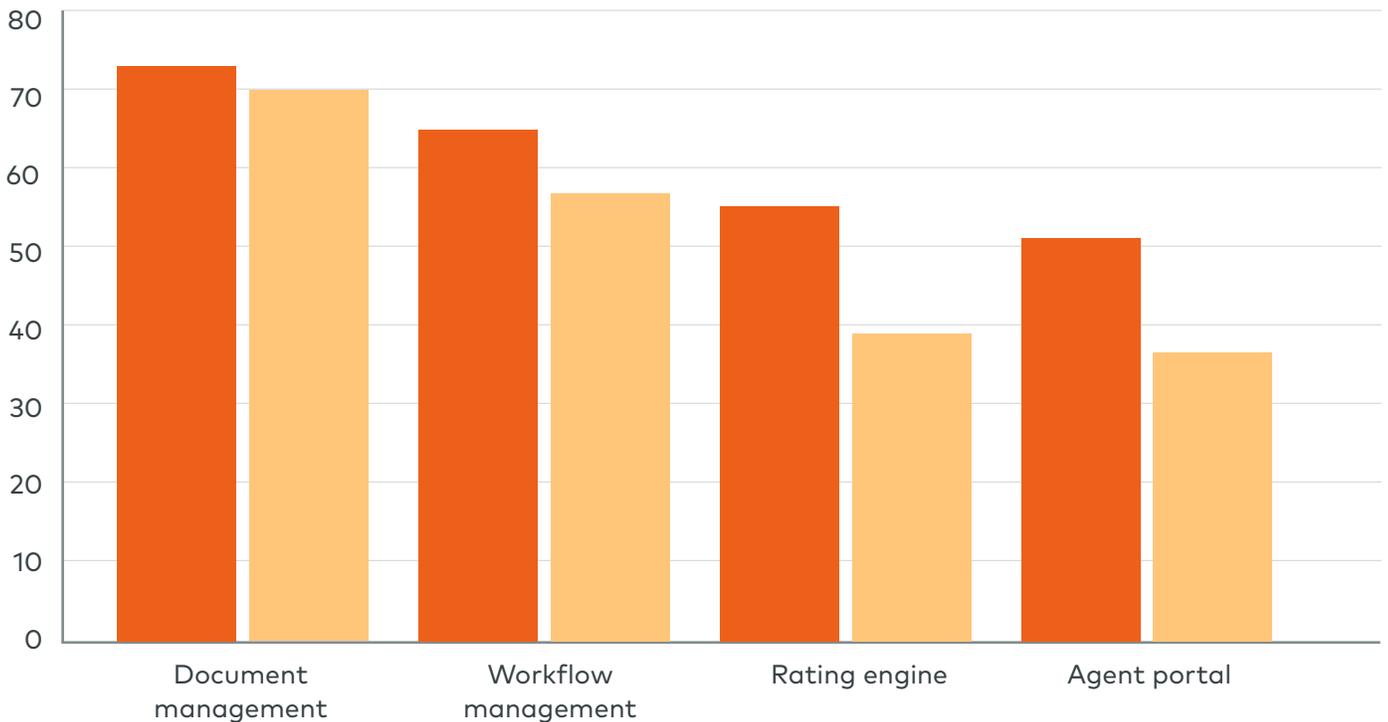
Across the survey, a profile of the most resilient and forward-looking MGAs emerged. These organizations may differ in size or focus, but they share several foundational characteristics outlined below. High-performing MGAs consistently translate these traits into faster turnaround times, more predictable underwriting outcomes, and stronger carrier confidence.

1. Unified systems that support daily work

High performers don't just own core systems; they use them consistently and integrate them to eliminate friction. Adoption rates for document management, workflow, rating engine, and agent portal tools were highest among larger MGAs (employee count greater than 75). Smaller MGAs may adapt by investing in flexible, scalable tools that deliver immediate operational benefits while supporting future growth.

Percent of respondents that "always" use the following technology solutions by company size

- Companies with greater than 75 employees
- Companies with 75 or fewer employees



2. Structured knowledge and succession planning

Organizations that codify processes, mentor incoming talent, and cross-train teams are better positioned for retirement transitions. Several MGAs reported building training tracks or documentation libraries in response to their aging workforce to preserve institutional knowledge and reduce onboarding time.

3. Data-driven decisions, not gut instincts alone

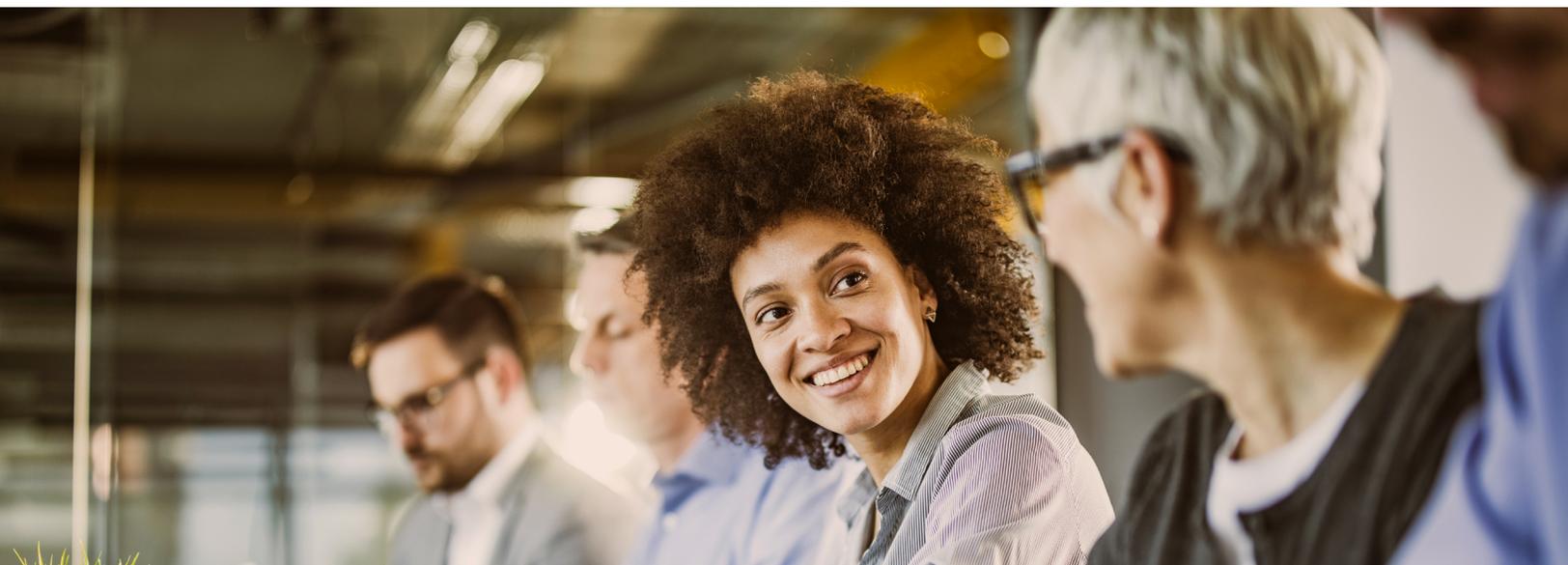
MGAs using data to analyze program performance, pricing, and partner impact are faster to respond to market changes. Nearly three-quarters of respondents said they use data for analyzing risk, and nearly two-thirds said they use it for identifying new market opportunities. As market conditions evolve, MGAs that invest in data and analytics will be better positioned to anticipate risk and capitalize on emerging opportunities.

4. Targeted AI pilots with clear ROI

The most successful AI adopters start small by focusing on time savings or operational pain points, like gathering underwriting information and automated underwriting and risk assessments. These MGAs don't wait for the "perfect" tool. They implement on top of clean data foundations and iterate based on measurable outcomes.

5. A talent proposition that goes beyond pay

Top talent is joining and staying at MGAs that offer flexibility, modern tools, clear career paths, and a culture of ownership. Future-ready businesses view employee experience as an investment, not a cost center, recognizing its impact on retention, productivity, and future success.



6.2 What to prioritize in 2026

Every MGA faces a unique mix of carrier relationships, capital structures, and regulatory obligations. In an ideal world, MGAs would be able to focus on the five near-term priorities listed below:

1. Invest in your data foundation

Before pursuing analytics or automation, ensure systems are integrated, inputs are clean, and reporting is accessible.

2. Build succession plans

Formalize knowledge transfer, onboarding, and career pathing now before retirement accelerates and critical expertise is lost.

3. Reduce workflow drag

Align tools, teams, and processes to eliminate toggling and duplicate effort. Make everyday tasks easier so staff can focus on higher-value work.

4. Focus AI on solvable problems

Start with proven use cases that improve efficiency and reduces manual work, not aspirational innovation.

5. Plan for necessary trade-offs

Addressing these risks requires trade-offs. Modernizing data and systems may slow short-term growth, succession planning can temporarily reduce productivity, and early AI pilots may increase scrutiny before delivering measurable effectiveness. Executives who acknowledge these tensions upfront are better equipped to sequence initiatives realistically and avoid reactive decision-making.

Final thoughts

Our survey data reveals an industry at a meaningful point of transition. Growth remains strong, but the rules of the game are changing. Talent shortages, regulatory scrutiny, and rising expectations from partners demand more than incremental improvement across people, process, and technology.

In 2026, differentiation will be shaped less by size and more by how effectively MGAs operate, adapt, and connect their teams and systems. Those that continue to build resilient teams, invest in clean data foundations, pilot targeted AI, and run a tighter, insight-driven operation will be better positioned to navigate what comes next. The next chapter of MGA leadership is already being written, and it starts with deliberate modernization.

How Vertafore can help your MGA win in 2026

At Vertafore, we've spent decades working alongside MGAs, and we understand the complexity of delegated authority, niche programs, fast-moving carrier demands, and mounting compliance responsibilities. That's why our end-to-end [MGA suite of solutions](#) is built to handle the real work of MGAs, like seamlessly managing submissions, quoting faster, tracking performance, and scaling without added burden.

We also understand that the future workforce expects more. Tech-native employees want tools that match their skills, including technology that is connected, intuitive, and AI-ready. MGAs that modernize not only gain operational speed but also build cultures that attract the next generation of insurance talent.

Whether you're driving innovation, preparing for AI, unifying systems post-acquisition, or trying to attract the next generation of underwriting talent, Vertafore delivers the suite of solutions and partnership you need.

Explore our connected ecosystem purpose-built for specialty insurance businesses.

[Learn more](#)



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