

# A \$7.5M Menopause Attrition Risk in an Insurance Workforce

*Illustrative scenario, modelled figures.*



## THE CHALLENGE

A general insurer headquartered in Melbourne employs 1,800 women. In the 45 to 60 band, where expertise and earnings peak, experienced women resign, cut their hours, or step down. The movement is unmeasured and off the risk register.

## THE APPROACH

The diagnostic measures attrition (MLAR) and modelled replacement cost (MWRE) for every function. The 480-woman cohort was anchored to the Financial and Insurance Services profile, where the workforce is 51% female with a median age of 40.

## SCENARIO AT A GLANCE

Sector	General insurance
Headquarters	Melbourne
Female staff	1,800
Cohort (45 to 60)	480
Period reviewed	12 months
Cohort anchor	ABS / JSA profile

**17.3%**

ATTRITIONRATE(MLAR), 8.3%  
EXITS-ONLY

**\$5.0–9.9M**

MODELLED EXPOSURE, MID  
\$7.45M

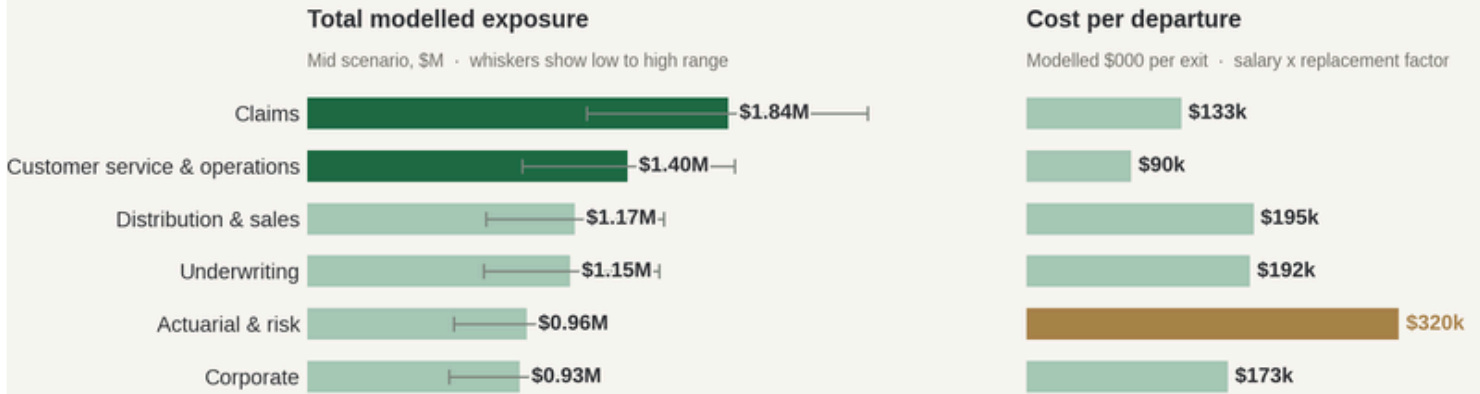
**43%**

OFEXPOSUREIN CLAIMS AND  
SERVICE

## ILLUSTRATIVE BOARD RESPONSE

*"It was not one problem but two: a volume problem in claims, and a scarcity problem in actuarial."*

## MODELLED EXPOSURE BY FUNCTION



Claims and customer service (dark green) drive total exposure: a volume problem.

Actuarial and risk (gold) costs the most to replace per departure despite the lowest total: a scarcity problem.

### THE IMPACT

- 83 at-risk moves among 480 women, a 17.3% attrition rate.
- Modelled exposure of \$5.0M to \$9.9M, mid \$7.45M, indicative and modelled.
- Two distinct risks claims and service carry 43%; actuarial shows a scarcity risk.

### FROM FINDING TO ACTION

1

#### GOVERN IT

Assign an executive owner and a board reporting cadence.

2

#### TARGET THE HOTSPOT

Direct retention effort where the exposure concentrates.

3

#### RE-MEASURE

Track whether MLAR and MWRE rise or fall over time.

Sources: ABS Labour Force Survey via Jobs and Skills Australia, Financial and Insurance Services profile; ABS Characteristics of Employment; Senate Inquiry into Issues Related to Menopause and Perimenopause, 2024; ABS Average Weekly Earnings (Cat. 6302.0). Metrics and methodology proprietary to The Rejuvenation Project Pty Ltd.

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