

Examining Risk & Readiness Across Key Sectors

Insights from Chubb's Middle Market Indicator

Drawing on findings from our Middle Market Indicator, Chubb created **Industry Spotlights**, capturing how middle market leaders across 12 key sectors are experiencing and managing risk. These data-driven snapshots reflect Chubb's commitment to staying closely connected to our middle market customers and partnering with them to anticipate emerging exposures and strengthen resilience in an unpredictable world.

Each industry view supports Chubb's goal: to help middle market businesses best prepare for the unexpected and successfully weather the challenges ahead.

Please click on the Industry for more information.

Methodology

Chubb partners with the National Center for the Middle Market (NCMM) to support the Middle Market Indicator (MMI), a semi-annual research survey launched in 2012. The MMI polls 1000 executives (CEOs, CFOs and other financial decision makers) from middle market companies with \$10 million to \$1 billion in annual revenue. The data presented here is from MMI's mid-year update, fielded in June 2025.



NATIONAL CENTER FOR
THE MIDDLE MARKET

Manufacturing

Leaders of middle market manufacturing companies are embracing innovation, with eyes-wide-open to the economic and regulatory uncertainty. Here, we highlight the state of risk and readiness, as reported by leaders in this sector.

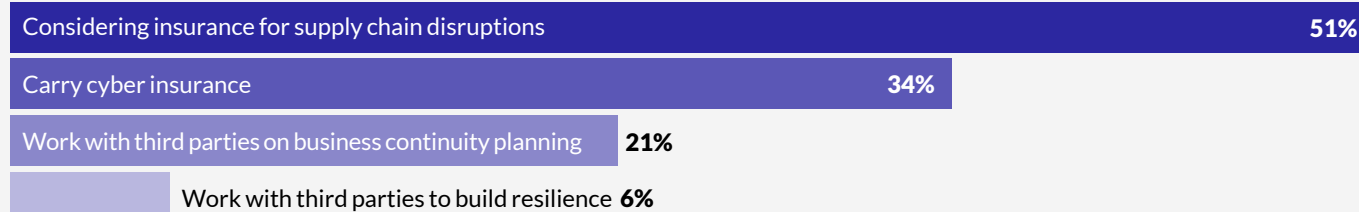
Top Risks

When leaders were asked to name their top three risks, supply chain exposures catapulted to number one from number three at year-end 2024.



Resilience Considerations

Manufacturers have plenty of room to move the needle on readiness.



Of 17 possible disruptions to their business, leaders were least likely to be fully or extremely prepared for civil unrest. During volatile times, Strike, Rights and Civil Commotion (SRCC) Insurance offers a solution.

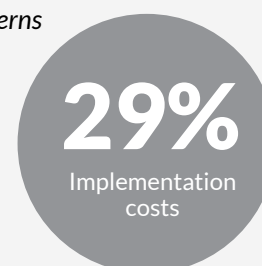
AI Integration

Leaders appreciate the potentially transformational advantages of technology – and have significant concerns.

Top Advantages



Top Concerns



Chubb's Manufacturing Industry Practice provides tailored insurance and services to help middle market manufacturers outpace fast-moving challenges and thrive. To access Chubb's Middle Market Indicator Report, please click [here](#).

Life Sciences

Middle market life sciences firms drive potentially world-changing innovations while navigating a complex risk landscape. Here, we spotlight the state of risk and readiness as reported by leaders in this sector.

Top Risks

Leaders' top risks stem from the sector's digital transformation, global interdependencies and evolving regulatory environments.

1

Cybersecurity

2

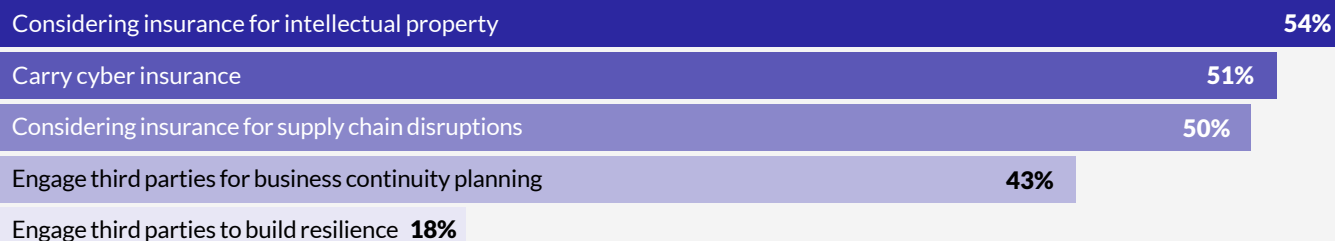
Supply Chain

3

Digitization & Advancing Technology/Regulatory & Compliance

Resilience Considerations

Life sciences firms have more work to do to mitigate significant risks.



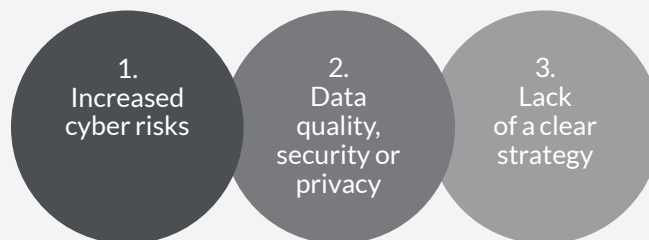
AI Integration

Leaders see the promise of AI, but have concerns.

Top Advantages



Top Concerns



Chubb's Life Sciences Industry Practice provides practical risk insights and tailored insurance and services for the full range of biotech and pharmaceutical companies, from single-compound start-ups to companies conducting multiple clinical trials around the globe. To access Chubb's Middle Market Indicator Report, please click [here](#).

Technology

Ongoing digitization and transformational AI solutions open opportunities for middle market technology companies – and intensifies pressure as they race to outpace competitors. Here, we spotlight the current state of risk and readiness, as reported by leaders in this sector.

Top Risks

Leaders' top risks revolve around cyber threats, ongoing innovation and global interdependencies.

1

Cybersecurity

2

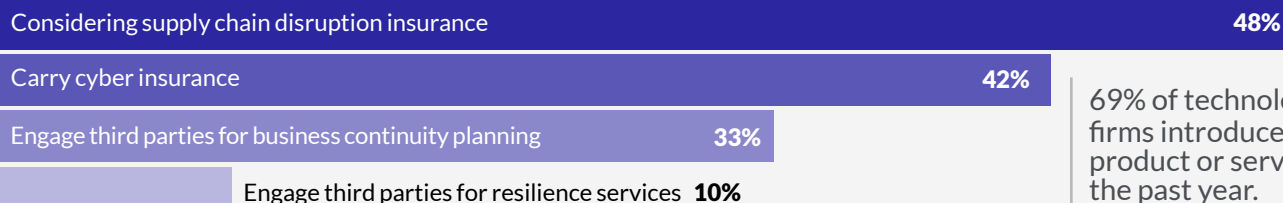
Digitization & Advancing Technology

3

Supply Chain

Resilience Considerations

Lackluster activity in key areas is leaving technology businesses vulnerable.

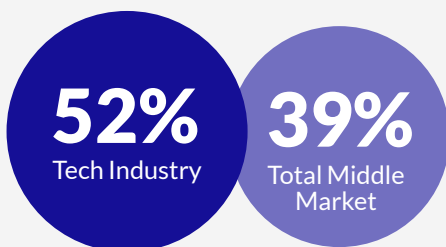


69% of technology firms introduced a new product or service in the past year.

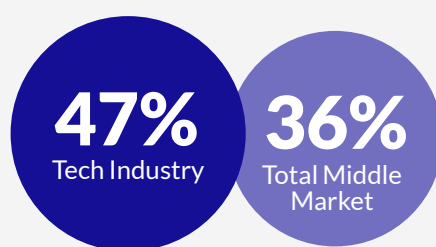
AI Integration

Compared to the overall middle market, technology firms are significantly more likely to be deploying AI for:

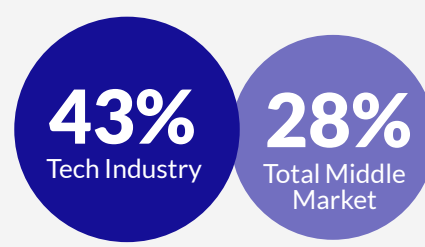
Advanced data analytics and predictive modeling



Automating routine tasks



Machine and deep learning



For more than 30 years, **Chubb's Technology Industry Practice** has provided tailored insurance solutions for technology companies – helping to protect this vital sector, innovation after innovation. To access Chubb's Middle Market Indicator Report, please click [here](#).

Financial Institutions

Middle market financial institutions are working hard to optimize the customer experience and address evolving regulations, while managing the significant risks that emerge from these dual obligations. Here, we spotlight the current state of risk and readiness, as reported by leaders in this sector.

Top Risks

Leaders' top risks reflect their heavy reliance on technology for everything from customer interactions, compliance monitoring and internal operations.

1

Regulatory/Compliance

2

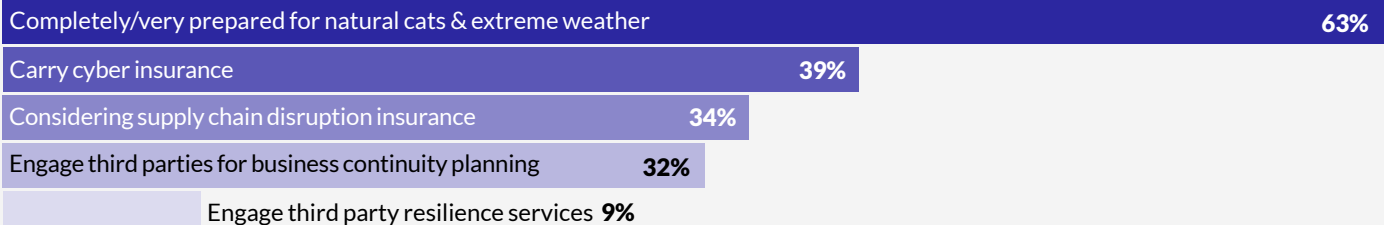
Cybersecurity

3

Digitization & Advancing Technology

Resilience Considerations

Progress remains to prepare for major risks.



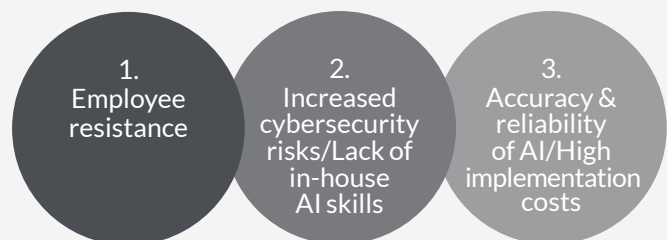
AI Integration

Forty-five percent of leaders said they use AI for advanced data analytics and predictive modeling; 35% use it to automate routine tasks. They also noted what they perceive as the major positives and negatives of this technology.

Top Advantages



Top Concerns



Chubb's Financial Institutions Industry Practice customizes insurance solutions for the evolving needs of financial institutions – from community-based banks to large global organizations – building on Chubb's more than century-long commitment to this sector. To access Chubb's Middle Market Indicator Report, please click [here](#).

Food

Middle market food and beverage companies are managing complex and fast-moving exposures: Here, we spotlight the state of risk and readiness, as reported by leaders in this sector.

Top Risks

Leaders' top risks reflect the sector's highly regulated nature, complex interdependencies and reputational vulnerabilities.

1

Supply Chain Risk

2

Regulatory/Compliance

3

Reputation & Brand

Resilience Considerations

More progress must be made to prepare for major losses and disruptions.

Considering insurance for supply chain disruptions

55%

Considering excess liability insurance

33%

Engage third parties for business continuity planning

28%

Work with third parties to build resilience

14%

Litigation

Food and beverage companies are significantly more likely than the overall middle market to have experienced litigation.

Faced general/excess liability lawsuits

47% Food Industry

32% Total Middle Market

Faced employment claims

36% Food Industry

29% Total Middle Market

Faced auto liability claims

28% Food Industry

18% Total Middle Market

AI Integration

As leaders look to capture the benefits of AI, they are cognizant of potential downsides.

Top Advantages

1.
Reducing
operational
costs

2.
Boosting
innovation

3.
Improving
operational
efficiency

Top Concerns

1.
Data quality,
security or
privacy

2.
Increased
cybersecurity
risks

3.
High
implementation
costs

Chubb's Food Industry Practice draws on deep sector expertise to tailor property, casualty and specialty insurance for startups to Fortune 500 food and beverage makers. To access Chubb's Middle Market Indicator Report, please click [here](#).

Wholesale and Distributors

Vital to the North American supply chain, middle market wholesalers continue to grow, expanding into new markets and leveraging technology, even as they navigate substantial exposures. Here, we spotlight the current state of risk and readiness, as reported by leaders in this sector.

Top Risks

Leaders' top risks reflect the interlinked nature of their businesses and reliance on technology and customer credit.

1

Supply Chain

2

Cybersecurity

3

Credit/Capital

Resilience Considerations

Significant progress remains to improve readiness for major risks.

Carry cyber insurance

48%

Engage third parties for business continuity planning

20%

Engage third parties for resilience services

6%

Some are considering adding certain specialty insurance covers.

Supply chain interruption insurance

43%

Excess liability insurance

39%

Directors & officers liability insurance

35%

AI Integration

Leaders' top benefits anticipated from AI outweigh their top concerns.

Top Benefits

56%

Improved operational efficiency

38%

Reduced operational costs

38%

Overall revenue growth

38%

Improved HR functions

Top Concerns

29%

Increased cyber security risks

27%

Employee resistance

24%

Uncertainty about ROI

For more than 50 years, **Chubb's Wholesale Industry Practice** has provided insurance solutions to help wholesalers of all sizes navigate risks and thrive. To access Chubb's Middle Market Indicator Report, please click [here](#).

Business Services

As they strive to optimize the client experience and gain competitive advantage, middle market business service providers must manage wide-ranging risks– from cyber threats to business interruption exposures. Here, we spotlight the current state of risk and readiness, as reported by leaders in this sector.

Top Risks

Threats to both digital and physical assets were top-of-mind for leaders in this sector.

1



Cybersecurity

2



Digitization & Advancing Technology

3



Reputation & Brand

Resilience Considerations

Responses revealed there is more progress to be made in preparing for major risks.

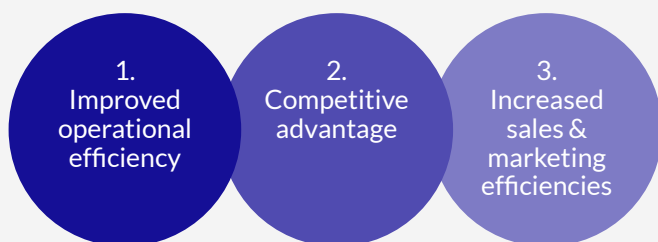


On the move: 62% of business services firms expect to expand domestically in the year ahead, compared to 50% for the overall middle market.

AI Integration

As they integrate AI into their operations, leaders are balancing perceived pluses and minuses.

Top Advantages



Top Concerns



Chubb's Business Services Industry Practice brings deep expertise and a broad breadth of insurance solutions to business services providers of all sizes and scope. To access Chubb's Middle Market Indicator Report, please click [here](#).

Retail and Consumer Services

Critical to our consumer economy, middle market retailers employ millions and bring vital and valued goods to market, while managing substantial exposures like chain disruptions and cyber threats. Here, we spotlight the current state of risk and readiness, as reported by leaders in this sector.

Top Risks

Retail leaders' top risks reflect concerns about independencies, technology and the fragility of reputations in the consumer sector.

1

Supply Chain

2

Cybersecurity

3

Reputation & Brand

Resilience Considerations

Retailers have more to do to mitigate major risks.

Completely/very prepared for natural catastrophes & extreme weather

62%

Considering supply chain disruption insurance

44%

Carry cyber insurance

40%

Engage third parties for business continuity planning

12%

Engage third parties for resilience services

11%

Nearly 1 in 5 retailers (19%) were impacted by a natural disaster in 2024.

AI Integration

Leaders weighed the pluses and minuses of AI, knowing that leveraging it can go hand-in-hand with competitive advantage.

Top Advantages

1.
Improved
operational
efficiency

2.
Reduced
operational
costs

3.
Revenue
growth

Top Concerns

1.
Data quality,
security
& privacy

2.
Lack of
in-house
AI skills

3.
High
implementation
costs

43% of leaders use AI for advanced analytics and predictive modeling • 41% of respondents automate routine tasks.

Chubb's Retail and Consumer Services Industry Practice has a more than 50-year commitment to providing solutions for the far-reaching exposures of retail trade companies. To access Chubb's Middle Market Indicator Report, please click [here](#).

Educational Institutions

Middle market educational institutions are challenged to manage unique concentrations of risk, as well as diverse exposures. Here, we spotlight the state of risk and readiness, as reported by the leaders of these institutions.

Top Risks

Leaders' top risks center on threats to digital systems and their organization's reputation.

1

Cybersecurity

2

Reputation & Brand

3

Regulatory/Compliance

Resilience Considerations

Compared to the overall middle market, educational institutions were significantly less likely to be well prepared for some key disruptions:

Regulatory/compliance issues

54% Education Institutions

72% Total Middle Market

Natural catastrophes (including major weather events)

48% Education Institutions

58% Total Middle Market

Environmental incidents

51% Education Institutions

58% Total Middle Market

Civil unrest

38% Education Institutions

50% Total Middle Market

■ Completely ■ Very Prepared

44% carry cyber insurance.

Litigation

Consult with an attorney on employment risks

59%

Carry Employment Practices Liability Insurance

42%

Have faced employment litigation

37%

AI Integration

Education leaders are out ahead of their peers in the overall middle market in using AI for:

Automating routine tasks

51%

Education Institutions

36%

Total Middle Market

Machine learning & deep learning

47%

Education Institutions

28%

Total Middle Market

Natural language processing & conversational AI

35%

Education Institutions

26%

Total Middle Market

For more than 30 years, **Chubb's Educational Institutions Industry Practice** has been tailoring insurance, risk management education and loss prevention services for institutions of all types, including public, private, trade schools and major universities. To access Chubb's Middle Market Indicator Report, please click [here](#).

Real Estate

Middle market real estate firms and building owners are navigating economic and regulatory volatility and complex exposures. Here, we spotlight the state of risk and readiness, as reported by leaders in this sector.

Top Risks

Threats to both digital and physical assets were top-of-mind for leaders in this sector.

1

Cybersecurity

2

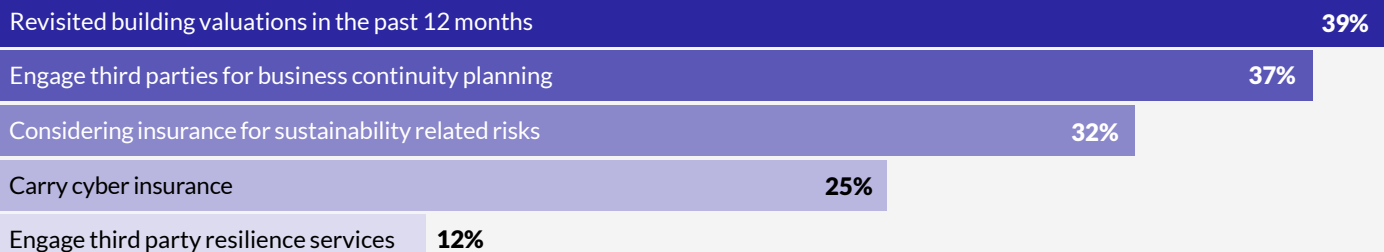
Natural Catastrophes & Extreme Weather

3

Digitization & Advancing Technology

Resilience Considerations

Increased focus on fundamentals can significantly improve preparedness in this sector.



AI Integration

As they integrate AI, leaders are balancing perceived risks and rewards.

Top Rewards



Top Risks



Chubb's Real Estate Industry Practice provides customizable property and casualty insurance and risk management financing solutions for real estate risks of all sizes. To access Chubb's Middle Market Indicator Report, please click [here](#).

Healthcare

As they navigate evolving regulations, rising liability and cyber exposures, as well as economic uncertainty, middle market healthcare leaders must balance immediate risk management needs with long-term strategies. Here, we spotlight the state of risk and readiness, as reported by leaders in this sector.

Top Risks

Leaders' top risks reflect a broad breadth of concerns.

1

Regulatory/Compliance

2

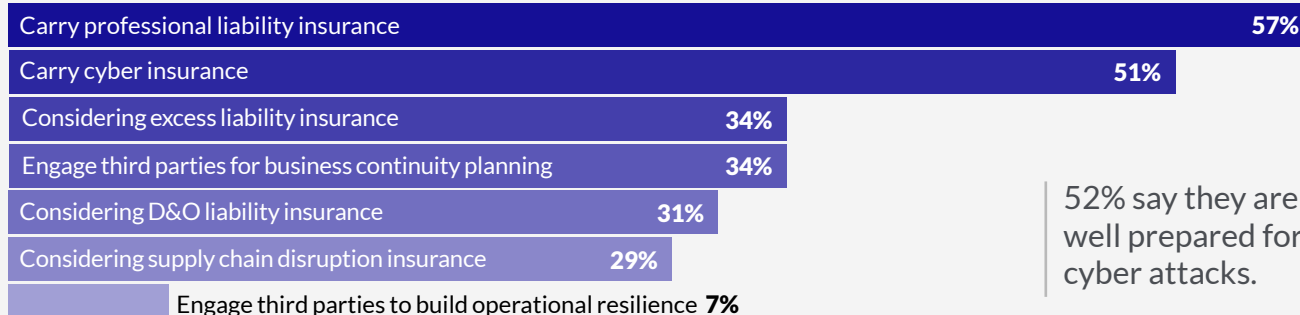
**Cybersecurity/Liability
Lawsuits & Claims**

3

**Supply Chain/Credit
& Capital**

Resilience Considerations

While many healthcare organizations are taking important steps toward preparedness, significant risk management gaps remain:



52% say they are well prepared for cyber attacks.

AI Integration

While a fair number of middle market healthcare organizations are using AI, the technology is also raising significant concerns.

Current Uses

44%

Advanced data analytics and predictive modeling

43%

Automating routine tasks

Top Concerns

42%

Data quality, security & privacy

34%

High implementation costs

Chubb's Healthcare Industry Practice provides hospitals and health systems, long-term care and outpatient healthcare facilities with sophisticated insurance that helps address their complex and evolving needs. To access Chubb's Middle Market Indicator Report, please click [here](#).

Construction

As they navigate labor shortages and economic uncertainty, middle market contractors are also juggling numerous, fast-changing risks. Here, we spotlight the current state of risk and readiness, as reported by leaders in this sector.

Top Risks

Top risks reflect the shifting landscape and global interdependencies of construction businesses.

1

Supply Chain Risk

2

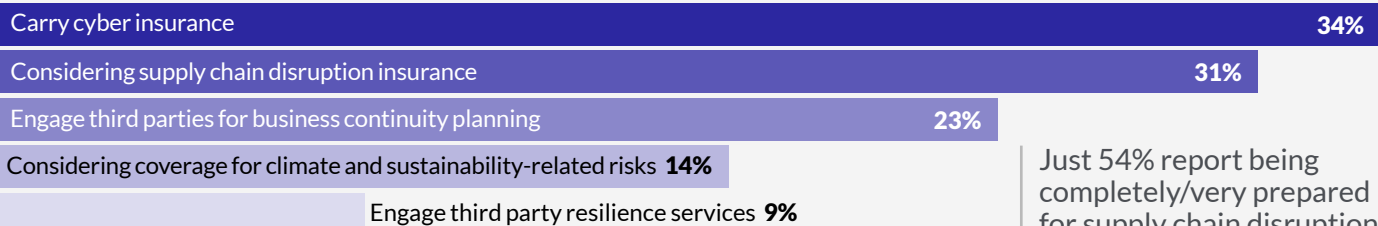
Regulatory/Compliance

3

Cybersecurity

Resilience Considerations

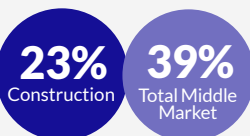
Leaders have plenty of room to dig deeper into available resources to mitigate major exposures.



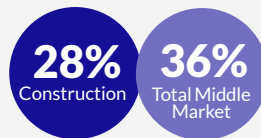
AI Integration

Construction leaders lag beyond the overall middle market in integrating AI into their operations and report pros and cons of the technology.

Use AI for advanced data analytics & modeling



Use AI to automate routine tasks



Top Advantages



Top Concerns



Chubb's Construction Industry Practice brings specialized expertise and tailored, multiline solutions, claim management and risk engineering services to contractors of all types and sizes. To access Chubb's Middle Market Indicator Report, please click [here](#).

Middle market companies can rely on Chubb for expert advice on managing their unique risks.

Whether you need to close gaps in coverage for emerging risks, level up coverage for higher replacement values or create plans for business continuity, Chubb and its agent and broker partners can provide specialized services to help mitigate exposures and offers customized, comprehensive insurance solutions for middle market company risks.

For more information, visit www.chubb.com/us/ncmm.

Statistical data contained herein is provided by the National Center for the Middle Market unless otherwise stated. The material presented herein is not intended to provide legal or other expert advice as to any of the subjects mentioned, but rather is presented for general information only. You should consult knowledgeable experts as to any legal or technical questions you may have. Chubb is the marketing name used to refer to subsidiaries of Chubb Limited providing insurance and related services. For a list of these subsidiaries, please visit our website at www.chubb.com. Insurance provided by ACE American Insurance Company and its U.S.-based Chubb underwriting company affiliates. All products may not be available in all states. Coverage is subject to the language of the policies as actually issued. Surplus lines insurance sold only through licensed surplus lines producers. Chubb, 202 Hall's Mill Rd., Whitehouse Station, NJ 08889-1600.

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