

# The next frontier: the evolving workplace life combination LTC market

LIMRA/EY US workplace life combination  
LTC survey



**EY**

Shape the future  
with confidence

**LIMRA**  
Navigate With Confidence



The better the question.  
The better the answer.  
The better the world works.



# Market summary

## Introduction

LIMRA conducted a survey in 2024 that explored long-term care (LTC) solutions through workplace benefits, including stand-alone long-term care policy offerings, riders and other features tied to workplace life insurance offerings. LIMRA conducted a follow-up survey in 2025 in conjunction with the LIMRA/Ernst & Young LLP (EY US) 2025 individual life combination LTC survey to examine carrier practices related to workplace LTC solutions in more detail. This report presents the results of this supplemental survey.

The survey focused on insurers that offer workplace life combination LTC products. Out of the 20 companies surveyed, nine carriers were active in the workplace life combination LTC market, with four other carriers planning to enter in the next 12 months. The survey covered the business drivers and strategies, target markets, distribution landscape, product development, challenges, and future investments impacting the workplace LTC market. The results presented in this supplemental report focus on the key elements driving growth in the workplace life combination LTC market and investment opportunities for companies to expand or enter the workplace market. A summary of survey responses is provided in Appendix A.

## Workplace combination LTC market

While most of the focus in the combination LTC market remains concentrated on the retail individual life space, interest in workplace solutions is gaining momentum. LTC solutions have existed at the workplace for decades, yet, similar to the retail market, the early entrants were unable to maintain initial momentum. Some carriers have entered and exited the market, while others maintain a presence with minimal or even negative growth. Many of the products on the market were introduced years ago, but the landscape is shifting.



**Table 1: Carriers offering workplace combination LTC products**

| Number of companies | Response  |
|---------------------|---|
| 9                   | Yes   |
| 4                   | No, but the company plans to enter this market within the next 12 months*       |
| 7                   | No, and the company has no plans to enter this market within the next 12 months |

\*One company specified that it will be partnering with an external company to offer a life product with an accelerated benefit for LTC.

Heightened recent interest in workplace combination LTC products presents an opportunity to expand consumer outreach beyond the affluent and mass affluent segments.

There is a supportive distribution environment with distributors seeking workplace LTC solutions from some

carrier partners. While this is not a primary driver of growth in the workplace combination LTC market, unlike the retail market, it reflects rising interest. Companies perceive a need for these products. All participants with workplace LTC solutions cite fulfilling a market need as a key business driver for offering this coverage. Two in three identified it as their top driver.

**Table 2: Drivers behind carriers' decision to offer workplace long-term care solutions**

| Number of companies                |            |  |
|------------------------------------|------------|--|
| Key driver<br>(multiple responses) | Top driver |  |
| 9                                  | 6          | Fulfill a market need                          |
| 7                                  | 0          | Round out the company's product portfolio      |
| 6                                  | 0          | Company's distribution partners requested it   |
| 6                                  | 2          | Increase cross-sales of the company's products |
| 5                                  | 1          | Increase the company's overall profits         |
| 5                                  | 0          | Defensive market protection                    |

Workplace products are often sold on a guaranteed or simplified issue basis, eliminating the underwriting complexities that challenge the individual retail market. By offering lower face amounts and longer premium payment options, these workplace combination LTC solutions are becoming more affordable and accessible to the middle-income segment.

While these factors pave the way for future growth, impediments remain.

Research shows that employees focus on major medical and other high utilization options (e.g., dental and vision) during open enrollment, leaving little time for evaluating voluntary options. Only 57% of employees report understanding their benefits well or very well,<sup>1</sup> making it difficult to engage with complex products like combination life/LTC offerings. In addition, LTC coverage is typically offered as a rider on a whole life or universal life policy. It is likely that, similar to individual life policies, companies and employers are not adequately promoting the benefits of these riders during open enrollment.

<sup>1</sup> Landry, Kimberly, "2025 BEAT Study: Benefits and Employee Attitude Tracker," LIMRA.com, 17 June 2025.

As employers and employees become more informed, there is a clear opportunity to elevate the visibility of LTC solutions and to simplify communication and education prior to and during open enrollment. Two-thirds of survey participants plan to invest in employee education and engagement. Companies should focus on personalized, multichannel messaging, which has proved successful in the workplace space for other products. This could be a combination of in-person, one-on-one or group meetings; online benefits portal information; interactive recommendation tools; and call center options.<sup>2</sup>

Workplace LTC products are generally offered on a voluntary, employee-pay-all basis. They compete with other supplemental benefits, such as critical illness, accident and hospital indemnity plans.

However, they are typically priced competitively compared to the retail combination LTC offering. This positions them well as an affordable option for employees who seek LTC coverage.

Most carriers currently focus on midsize to large employers, particularly those with 500 to 999 employees. Few carriers/brokers target the small business segment companies, as smaller employers typically have fewer benefit resources and offer smaller benefit packages. However, according to the U.S. Bureau of Labor Statistics, small companies (i.e. those with fewer than 100 employees) account for 97% of businesses in the United States. As carriers invest in future product innovation with scalable solutions, this segment could help contribute to future market expansion.

**Table 3: Target markets (based on number of eligible employees)**

| Number of companies | Response                         |
|---------------------|----------------------------------|
| 3                   | 2-99 eligible employees          |
| 5                   | 100-499 eligible employees       |
| 8                   | 500-999 eligible employees       |
| 6                   | 1,000-4,999 eligible employees   |
| 5                   | 5,000 or more eligible employees |

Nine companies responded to this question. One company specified that it will be partnering with an external company to offer a life product with an accelerated benefit for LTC.

<sup>2</sup> "The Power of Purposeful Benefits: Aligning Cost, Communication, and Satisfaction," *LIMRA.com*, 2 July 2025.

## Conclusion

With the right focus on education, accessibility, enrollment experience and product innovation, workplace combination LTC products are well positioned to play a pivotal role in helping more consumers plan for their long-term care needs.

## Appendix A.

# 2025 workplace LTC survey results

## Background

**Table 1: Carriers currently offering workplace LTC products**

| Number of companies | Response  |
|---------------------|---|
| 9                   | Yes   |
| 4                   | No, but the company plans to enter this market within the next 12 months*       |
| 7                   | No, and the company has no plans to enter this market within the next 12 months |

\*One company specified that it will be partnering with an external company to offer a life product with an accelerated benefit for LTC.

**Table 2: Key business drivers (to introduce a workplace LTC product with next 12 months)**

| Number of companies<br>(multiple responses) | Response*  |
|---|--|
| 4   | Fulfill a market need                                |
| 3   | Round out the company's product portfolio            |
| 3   | Company's distribution partners requested it         |
| 3   | Increase cross-sales of the company's other products |
| 1   | Increase the company's overall profits               |

\*Four companies planning to introduce a product in the next 12 months responded to this question. No company selected "Defensive market protection" or "To replace a stand-alone workplace LTC product."



**Table 3: Primary reasons not to enter the workplace LTC market**

| Number of companies<br>(multiple responses) | Response*                             |
|---|---------------------------------------|
| 3   | Profitability concerns**              |
| 2   | Lack of LTC market experience         |
| 2   | Lack of distribution partner interest |
| 1   | Distribution training requirements    |
| 3   | Other***                              |

\*Seven companies with no plans to introduce a product in the next 12 months responded to this question. No company selected "LTC regulatory environment/compliance concerns" or "Technology concerns."

\*\*One company added that it is concentrating on other areas and products.

\*\*\*Other reasons include:

- Other core product priorities are ahead of LTC.
- The company exited LTC a long time ago, and it wasn't profitable.
- The company does not sell LTC.



Note: The nine companies that indicated "Yes" in Table 1 provided responses summarized in the following tables

**Table 4: Workplace LTC product offerings**

| Number of companies | Response   |
|---------------------|--|
| 7*                  | An option within a life insurance product allowing insureds to receive advance <b>payment</b> of the death benefit for qualified long-term care needs (sometimes referred to as accelerated benefit). At the most, the long-term care benefit payout is 100% of the death benefit. |
| 1                   | <b>Stand-alone</b> long-term care benefit  |
| 0                   | <b>Long-term care rider</b> (A rider that can be added to a workplace life insurance product to provide additional coverage for LTC. This rider provides a benefit payout above the death benefit associated with the life policy.)  |
| 1                   | Other**  |

\*The advance payments options are typically available through policy riders.

\*\*One company completed this survey based on a catastrophic loss rider, which has a benefit triggered by a loss of two or more daily living activities and does not reduce the face amount of the underlying life policy. Some of the other respondents offering advance payment LTC options indicated that they also offer less restrictive catastrophic loss riders that reduce the underlying life policy benefit. Responses for those companies reflect only the advance payment LTC option.

**Table 5: Year workplace LTC product introduced**

| Number of companies | Response    |
|---------------------|-------------|
| 3*                  | Before 2010 |
| 2                   | 2010-2015   |
| 3                   | 2016-2020   |
| 2*                  | After 2020  |

\*One company introduced its LTC solution on universal life before 2010 and on whole life after 2020.



## Business drivers and strategy

**Table 6: Key business drivers**

| Number of companies<br>(multiple responses) | Response*  |
|---|--|
| 9   | Fulfill a market need  |
| 7   | Round out the company's product portfolio  |
| 6   | The company's distribution partners requested it   |
| 6   | Increase cross-sales of the company's products   |
| 5   | Increase the company's overall profits   |
| 5   | Defensive market protection (i.e., add to the portfolio to stay current. Not a marketing focus.) |

\*No company selected "To replace a stand-alone workplace LTC product"

**Table 7: Most important business driver**

| Number of companies | Response                                       |
|---------------------|--|
| 6                   | Fulfill a market need                          |
| 2                   | Increase cross-sales of the company's products |
| 1                   | Increase the company's overall profits         |

**Table 8: Key strategic strengths**

| Number of companies<br>(multiple responses) | Response*  |
|---|--|
| 8   | Competitive product features                       |
| 7   | Competitive pricing                                |
| 5   | LTC market experience                              |
| 5   | Marketing/branding                                 |
| 4   | Distribution strategy                              |
| 2   | Speed-to-issue                                     |
| 1   | Employer/employee services with optimal technology |
| 1   | Employer/employee services with optimal operations |
| 1   | Claims management                                  |

\*No company selected "Investment strategies/options."



**Table 9: Most important strategic strength**

| Number of companies | Response                     |
|---------------------|------------------------------|
| 3                   | Competitive product features |
| 3                   | Competitive pricing          |
| 1                   | LTC market experience        |
| 1                   | Marketing/branding           |
| 1                   | Speed-to-issue               |

## Product/product development

**Table 10: Underlying life insurance product chassis**

| Number of companies | Response                              |
|---------------------|---------------------------------------|
| 4                   | Whole life                            |
| 3                   | Universal life                        |
| 2                   | Term life                             |
| 1                   | Whole life and universal life         |
| 1                   | Not applicable (stand-alone offering) |

**Table 11: Development process of workplace LTC combination products compared to similar life products without LTC riders**

| Number of companies | Response                 |
|---------------------|--------------------------|
| 0                   | Significantly shorter    |
| 1                   | Moderately shorter       |
| 3                   | A similar length of time |
| 2                   | Moderately longer        |
| 0                   | Significantly longer     |
| 3                   | Don't know               |

**Table 12: Top three processes that take the most time in workplace LTC combination product development**

| Number of companies |                  |                 |       | Response*   |
|---------------------|------------------|-----------------|-------|---|
| Most time           | Second most time | Third most time | Top 3 | Response*   |
| 2                   | 2                | 5               | 9     | Product filing  |
| 3                   | 2                | 1               | 6     | Development (system updates and implementation)   |
| 2                   | 2                | 2               | 6     | Product design (product specifications, pricing, underwriting guidelines, compensation levels)      |
| 1                   | 1                | 1               | 3     | Development of business procedures, product specifications, marketing materials and campaigns, etc. |
| 1                   | 1                | 0               | 2     | Product analysis (concept, feasibility, prioritization)   |
| 0                   | 1                | 0               | 1     | Product ideation  |

\*No company selected "Legal and compliance," "Test market" or "Launch" among their three most time-consuming processes.

## Target markets

**Table 13: Target market segments – employer size based on number of employees\***

| Number of companies (multiple responses) | Response                         |
|--|----------------------------------|
| 3  | 2-99 eligible employees          |
| 5  | 100-499 eligible employees       |
| 8  | 500-999 eligible employees       |
| 6  | 1,000-4,999 eligible employees   |
| 5  | 5,000 or more eligible employees |

\*One company also indicated it targets education and healthcare markets.

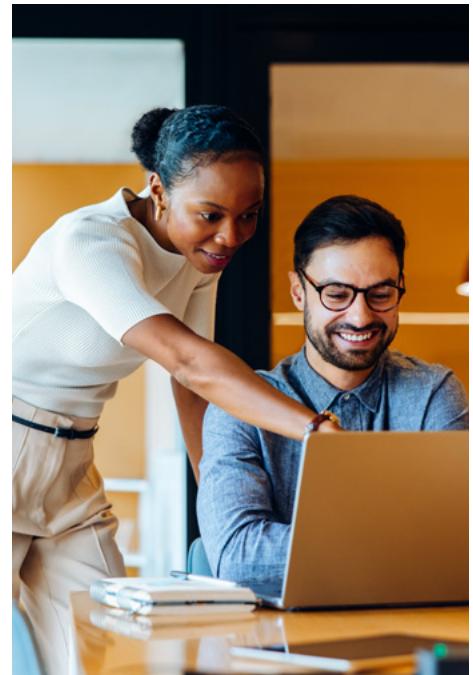
# Distribution

**Table 14: Distribution channels used to sell workplace LTC combination products**

| Number of companies<br>(multiple responses) | Response*                 |
|---|---------------------------|
| 9   | Employee benefits brokers |
| 6   | General agents            |
| 3   | Associations              |
| 3   | Unions                    |
| 1   | Career agents             |
| 1   | Other**                   |

\*No company selected "Direct to employer."

\*\*Enrollment firms.



**Table 15: Top priorities when considering distribution channels/partnerships**

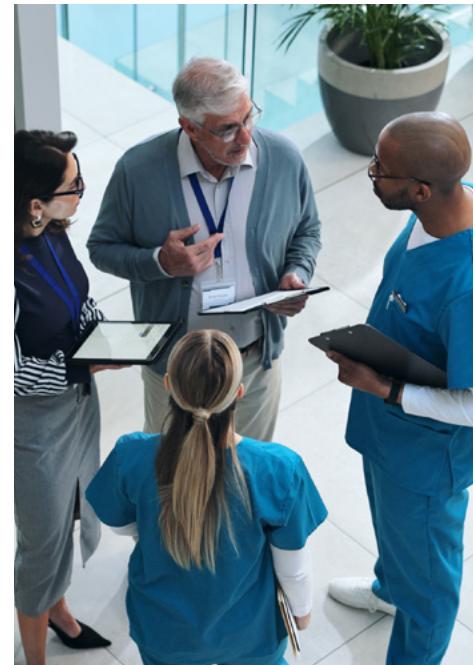
| Number of companies<br>(multiple responses) | Response  |
|---|---|
| 7   | Expanding/supporting new distribution channels/partnerships |
| 6   | Breadth of distributor network                              |
| 5   | Distributor technology capabilities                         |
| 4   | Experience with product                                     |
| 4   | Depth of distributor network                                |
| 4   | Customer relationship management                            |
| 1   | Compensation  |



**Table 16: What insurers believe are the top priorities of distribution channels/partnerships**

| Number of companies (multiple responses) | Response*                                   |
|--|---|
| 7  | Ease of doing business                      |
| 6  | Implementation/onboarding support           |
| 5  | Access to flexible product features/options |
| 5  | Enrollment support                          |
| 4  | Technology capabilities                     |
| 4  | Compensation                                |
| 3  | Client education and marketing materials    |
| 3  | Ongoing service support                     |
| 2  | Product marketing support                   |

\*No company selected "Product training."



## Challenges

**Table 17: Primary challenges in offering workplace LTC combination products**

| Number of companies (multiple responses) | Response*                            |
|--|--------------------------------------|
| 7  | Enrollment technology                |
| 6  | Employee interest/poor participation |
| 4  | Compliance                           |
| 3  | Administrative technology            |
| 3  | Pricing and assumption setting       |
| 2  | Employer receptivity                 |
| 1  | Actuarial modeling/valuation         |
| 1  | Claim processing                     |

\*No company selected "Underwriting rules and processes," "Distribution training," "Distribution partner resistance" or "Financial or tax reporting."

# Future investments

**Table 18: Future investment priorities for workplace LTC combination products**

| Number of companies<br>(multiple responses) | Response   |
|---|--|
| 6   | Product innovation   |
| 5   | Technology   |
| 5   | Employer/employee awareness (i.e., awareness of the need for LTC protection) |
| 4   | Employer/employee education (i.e., product options/specifcics)               |
| 2   | Underwriting   |

**Table 19: Key areas of prioritization (low, medium, high) for technology investment**

| Number of companies |                 |               | Response*  |
|---------------------|-----------------|---------------|--|
| Low priority        | Medium priority | High priority |  |
| 1                   | 2               | 5             | Enrollment experience                              |
| 1                   | 2               | 5             | Speed-to-issue                                     |
| 3                   | 3               | 2             | Administration                                     |
| 5                   | 1               | 2             | Sales support                                      |
| 6                   | 0               | 2             | Underwriting                                       |
| 4                   | 3               | 1             | Claims   |
| 4                   | 3               | 1             | Regulatory compliance                              |
| 4                   | 3               | 1             | Reporting  |
| 4                   | 3               | 1             | Expense reduction                                  |
| 7                   | 1               | 0             | Artificial intelligence (AI)/generative AI (GenAI) |

\*One company did not answer this question.



**Table 20: Workplace LTC combination product sales vs. expectations (based on last three years)**

| Number of companies | Response             |
|---------------------|----------------------|
| 0                   | Significantly below  |
| 2                   | Moderately below     |
| 2                   | Similar              |
| 3                   | Moderately above     |
| 2                   | Significantly above  |
| 0                   | Too early to measure |



## Contacts

### LIMRA

#### **Karen Terry**

Corporate Vice President  
kterry@limra.com

#### **Ron Neyer**

Associate Research Director  
rneyer@limra.com

#### **Karen Fisherkeller**

Senior Analyst  
kfisherkeller@limra.com

### Ernst & Young LLP

#### **Linda Chow**

Managing Director  
lo.chow@ey.com

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multidisciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

**All in to shape the future with confidence.**

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via [ey.com/privacy](http://ey.com/privacy). EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit [ey.com](http://ey.com).

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2025 Ernst & Young LLP.  
All rights reserved.

US SCORE no. 29213-251US\_2

2508-11217-CS  
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, legal or other professional advice. Please refer to your advisors for specific advice.

[ey.com](http://ey.com)

---

**About LIMRA**

Serving the industry since 1916, LIMRA offers industry knowledge, insights, connections, and solutions to help more than 700 member organizations navigate change with confidence. Visit LIMRA at [limra.com](http://limra.com)