



# 2011 Benchmark Survey of Executive Positions



# 2011 Benchmark Survey of Executive Positions

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# Introduction

The 2011 Insurance Industry Benchmark Survey - Executive Positions presents results of Fitzgerald's Compensation Consulting Services annual survey of executive positions in the Insurance Industry. The purpose of this report is to provide insurance organizations with current benchmark position compensation levels for use by participating organizations in their program planning. The data contained in this report focuses on total direct compensation, including: Annual Base Salary, Annual Incentive Awards, and expected value of recent Long-term Incentive grants or awards.

<i>2011 Insurance Industry Benchmark Survey - Executive Positions</i>	<i>2011</i>
Participants in the survey	25
Number of employees represented	707
Average number of employees per company	3,539
Average Revenue per company	\$3,915,000,000
Number of jobs surveyed	147
Number of jobs reported	21
Effective Date of Salaries	April 1, 2011

Following the completion of the data collection process, statistical analysis, and data cleaning tests were accomplished to validate the appropriateness of received responses. When necessary, participants were contacted by CCS consultants to review position matches, discuss data concerns, and to respond to questions.

To assure provision of meaningful pay data in the survey, the data screening process includes measuring participant input for variability of the data point range (from the highest and lowest data points within the distribution) to the survey job mean/average. Data reflects a normal distribution when approximately 95% of the reported salary values fall within + or - 2 Standard Deviations of the job's mean salary level.





# Perquisite Programs

Seventy-two percent (**72%**) of participating organizations contributed perquisite practices information. The percentages presented in the chart below are reflections of those organizations who provided input.

	<b>Country Club Member Dues</b>	<b>Private / Business Club Dues</b>	<b>Company Paid Annual Physicals</b>	<b>Financial Counseling Services</b>	<b>Legal Counseling Services</b>	<b>Educational Aid for Dependents</b>
CEO, President	39%	33%	50%	33%	17%	0%
1st level Executive reporting into CEO	33%	17%	50%	28%	11%	0%
2nd level Executive (2 levels from CEO/President)	17%	11%	28%	22%	6%	0%
3rd level Executives (3 levels from CEO/President)	6%	6%	17%	6%	6%	0%

This is Sample Data



# Car Allowances

Survey Job Code	Survey Job Title	Company Count	Total Incumb Count	No Allowance	Company Car	Non-Company Car	Car Allowance	Total Incumbents in Car Allowance Plan	% of Incumbents W/Cash Car Allowance	Lowest Paid	Average Paid	Highest Paid
1100	Chariman of the Board (Not CEO)	1	1		1			1	0.0%	--	--	--
1140	CEO, Chariman of the Board	5	5	1	3		1	4	20.0%	--	\$7,200	--
1180	CEO - Reporting to the Board	11	11	5	3		3	6	27.3%	\$1,500	\$11,316	\$20,448
1190	CEO - Presidernt/Subsidiary/Division	8	17	10	2		5	7	29.4%	\$4,800	\$8,030	\$16,000
1221	Top TPA Operations Executive	2	3	1	1		1	2	66.7%	\$3,600	\$4,350	\$5,100
1261	Top Operating Officer (COO)	10	15	12	1		2	3	13.3%	\$1,200	\$10,824	\$20,448
1262	2nd Level to Top Operating Officer (COO)	2	2	1	1			1	0.0%	--	--	--
1300	Executive Vice President	8	17	13	2		2	4	11.8%	\$6,500	\$6,500	\$6,500
1341	Top Administrative Executive	8	8	6	1		1	1	12.5%	--	\$6,500	--
1381	Top Compliance Officer	7	7	5			2	2	28.6%	\$760	\$3,630	\$6,500

This is Sample Data



# Positions Surveyed

Job Code	Job Family	Job Titles	2nd Level Job Code
1100	Executive	Chairman of the Board (not CEO)	-
1140	Executive	CEO, Chairman of the Board	-
1180	Executive	CEO - Reporting to the Board	-
1190	Executive	CEO - President/Subsidiary/Division	-
1261	Executive	Top Operating Officer (COO)	1262
1300	Executive	Executive Vice President	-
1341	Executive	Top Administrative Executive	1342
1421	Executive	Top Ethics/Business Conduct Executive	1422
1461	Executive	Top Government Relations Executive	1462
1501	Executive	Top Mergers and Acquisitions Executive	1502
1541	Executive	Top Privacy Officer	1542
1581	Executive	Top Strategic Planning Executive	1582
1591	Executive	Business Change/Project Leader	1592
2141	Executive	Top International Executive	2142
1621	Executive - Finance	Controller	1622
1631	Executive - Finance	Top Financial Reporting Executive	1632
1661	Executive - Finance	Top Audit Executive	1662
1701	Executive - Finance	Top Financial Executive (CFO)	1702
1711	Executive - Finance	Top Financial Executive - Division/Subsidiary/SBU	1712



# Positions Surveyed

*(Continued)*

Job Code	Job Family	Job Titles	2nd Level Job Code
1741	Executive - Finance	Top Sarbanes-Oxley Executive	1742
1781	Executive - Finance	Top Tax Executive	1782
1821	Executive - Finance	Treasurer	1822
1861	Executive - HR	Top Human Resources Executive	1862
2181	Executive - Investment	Top Equities Securities Executive	2182
2221	Executive - Investment	Top Fixed Income Securities Executive	2222
2261	Executive - Investment	Top Investment Executive	2262
2301	Executive - Investment	Top Private Placement Executive	2302
2341	Executive - Investment	Top Real Estate/Mortgage Executive	2342
1901	Executive - IT	Top Computer Operations Executive	1902
1911	Executive - IT	Chief Information Officer	1912
1941	Executive - IT	Top E-Commerce Technology Executive	1942
2021	Executive - IT	Top Information Systems Executive	2022
2061	Executive - IT	Top Systems Architect Executive	2062
1381	Executive - Legal	Top Compliance Officer	1382
2381	Executive - Legal	Top Legal Executive	2382
2421	Executive - Legal	Top Counsel	2422
2501	Executive - Marketing & Sales	Top Marketing and Sales Executive	2502
2541	Executive - Marketing & Sales	Top Marketing Executive	2542





# Positions Surveyed

(Continued)

Job Code	Job Family	Job Titles	2nd Level Job Code
2581	Executive - Marketing & Sales	Top National Accounts Executive	2582
2621	Executive - Marketing & Sales	Top Sales Executive	2622
1200	Executive - TPA	Owner - TPA Company	-
1211	Executive - TPA	Top TPA Executive	1212
1221	Executive - TPA	Top TPA Operations Executive	1222
5051	Insurance	Top Policyholder Services Executive	5052
5101	Insurance	Top Agency Executive	5102
5301	Insurance	Top Field Operations Executive	5302
5401	Insurance	Top Brokerage/Dealer Executive	5402
5451	Insurance	Top E-Business Executive	5452
5501	Insurance	Top Annuities Executive	5502
5551	Insurance	Top Risk Insurance Executive	5552
5601	Insurance	Top Insurance Officer	5602
5650	Insurance	Chief Medical Officer	-
5660	Insurance	Medical Director (see 6101 for Regional position)	-
5751	Insurance	Top Medical Underwriting Executive	5752
5801	Insurance	Top Member Services Executive	5802
5900	Insurance	Product Management Executive	-
5951	Insurance	Top Product Development Executive	5952



# Positions Surveyed

*(Continued)*

Job Code	Job Family	Job Titles	2nd Level Job Code
6351	Insurance	Top Operations Executive	6352
6401	Insurance	Top Product Line (LOB) Executive	6402
5001	Insurance - Actuarial	Top Actuarial Executive -Chief Actuary	5002
5151	Insurance - Claims	Top Claims Executive	5152
5161	Insurance - Claims	Top Claims Technical Executive	5162
5251	Insurance - Claims	Top Claims Legal Executive	5252
6801	Insurance - Marketing & Sales	Top Field Sales Executive	6802
6851	Insurance - Marketing & Sales	Regional Field Sales Executive	-
6000	Insurance - Regional	Regional Agency Director	-
6050	Insurance - Regional	Regional Executive	-
6100	Insurance - Regional	Regional Medical Director	-
6150	Insurance - Regional	Regional Loss Prevention and Control Executive	-
6200	Insurance - Regional	Regional Operations Executive	-
6250	Insurance - Regional	Regional Product Line Executive	-
6300	Insurance - Regional	Regional Underwriting Executive	-
6451	Insurance - Reinsurance	Top Alternative Risk Executive	6452
6501	Insurance - Reinsurance	Top Facultative Executive	6502
6551	Insurance - Reinsurance	Top Finite Risk Executive	6552
6601	Insurance - Reinsurance	Top Property/Casualty Facultative Executive	6602



# Positions Surveyed

*(Continued)*

<b>Job Code</b>	<b>Job Family</b>	<b>Job Titles</b>	<b>2nd Level Job Code</b>
6651	Insurance - Reinsurance	Top Retrocessional Executive	6652
6701	Insurance - Reinsurance	Top Treaty Executive	6702
2461	Insurance - Risk Management	Top Loss Control Executive	2462
6751	Insurance - Risk Management	Top Risk Management Executive	6752
5701	Insurance - Underwriting	Top Medical (non-underwriting) Executive	5702
7001	Insurance - Underwriting	Top Underwriting Executive	7002



# Position Descriptions

## Executive

### **1100 - Chairman of the Board (not CEO)**

Serves as the most senior position within the Board of Directors and oversees and directs the meetings of the Board. Works to ensure a maximum return on invested capital and may be responsible for strategic planning, policy creation, operational oversight, and merger/acquisition directives.

### **1140 - CEO, Chairman of the Board**

Serves as Chairman of the Board of Directors and CEO to provide the general supervision, management, and control of the affairs and property of the company. Ensures the organization meets or exceeds its primary goals, operating plans, and profit objectives. Represents the organization to the customers and general public and maintains strategic relationships with customers, community, and governmental contacts.

### **1180 - CEO - Reporting to the Board**

Responsible for the overall direction of the organization. Coordinates the efforts of the senior executives and formulates plans for Board approval on major policies. Ensures that annual and long range plans are developed and implemented and that goals and objectives are achieved. Represents the organization to the customers and general public and maintains strategic relationships with customers, community, and governmental contacts.

### **1190 - CEO - President/Subsidiary/Division**

Responsible for the overall direction of the subsidiary. Coordinates the efforts of the senior executives and formulates plans for the Board's approval on major policies to provide the general supervision, management, and control of the affairs and property of the company. Ensures that annual and long range plans are developed and implemented and that goals and objectives are achieved. Represents the organization to the customers and general public and maintains strategic relationships with customers, community, and governmental contacts. Typically reports to the CEO of the parent company.



# Data Definitions

The following survey definitions apply to field headers as presented within the survey report.

## Section: Survey Results

### **Company Count**

The number of survey participant companies report data for the indicated position.

### **Incumbent Count**

The number of incumbent employees for which data has been reported by survey participant companies.

### **Cash & LTI Compensation**

The results for the survey broken down into percentiles and currency that is displayed in thousands.

### **Percentiles (%ile)**

The values in an array of data ranked from low to high below which falls that percentage (10th, through 90th) of the sample and above which lies the remainder of the sample (10th, through 90th). For Example: at the 25th percentile dollar value, 25% of reported base salaries fall below each percentile value displayed and 75% of the base salaries all above.

### **Average**

The sum of all values reported for a measurement (e.g., base pay, annual incentive, midpoint, etc.) divided by the number of values reported (e.g., the simple average).

### **Incentive Eligibility**

Displays the company percent of eligible and paid and the incumbent percent of eligible and paid in each pay component.



# Data Definitions

*(Continued)*

## **Percent Incentive Eligible**

Reflects the percent of incumbents eligible to receive an annual bonus.

## **Percent Incentive Paid**

Reflects the percent of incumbents that received an incentive.

## **Base Salary**

Reflects the actual annual base pay of full time, regular employees in the job. Does not include overtime or other forms of cash compensation provided for flex-dollars, shift differentials, or other individual cash incentives or rewards.

## **Pay Component**

Presents the percentiles and averages of the Cash & LTI Compensation for the job. It is displayed using the following divisions.

### **Base Salary - All Participants**

Reflects the actual annual base pay of full time, regular employees in the job for all reported incumbents. Does not include overtime or other forms of cash compensation provided for flex-dollars, shift differentials, or other individual cash incentives or rewards.

### **Base Salary - Incentive Eligible**

Reflects the actual annual base pay of full time, regular employees in the job that are eligible for an incentive. Does not include overtime or other forms of cash compensation provided for flex-dollars, shift differentials, or other individual cash incentives or rewards.



# Data Definitions

(Continued)

## Base Salary - Non-Incentive Eligible

Reflects the actual annual base pay of full time, regular employees in the job that are not eligible to receive an incentive. Does not include overtime or other forms of cash compensation provided for flex-dollars, shift differentials, or other individual cash incentives or rewards.

## Short-Term Incentive / Bonus Target

A defined opportunity the incumbent has, to annually receive their incentive when the company achieves target goals.

## Short-Term Incentive / Bonus Actual

The amount of incentive the incumbent has earned and/or has been paid.

## Commissions and Other Cash

**Commissions** - The total annual amount of earned sales commissions paid for year 2010 sales by the incumbent.

**Other Cash** - The sum of other forms of cash compensation paid that are not included in the "Actual STI Earned" or in the New-hire Bonus values

## Target Total Cash

Is calculated using:  
Base Salary + Target Bonus Percentage Amount

## Actual Total Cash

Is calculated using:  
Base Salary + Actual Bonus Amount + Other Cash and Commissions



# Data Definitions

*(Continued)*

## **Long-term Incentive Target**

The sum of all LTI target incentives the incumbent is eligible to receives.

## **LTI Plan Type 1 - Nonqualified Stock / Share Options**

Is a calculated value by applying a simple method of valuation by assuming LTI awards have an economic value equal to 33% of the market price of the underlying shares on the date of the grant and is made up of any of the three different LTI Plans listed below:

1. Nonqualified Stock/Share Options (NQSO)
2. Incentive Stock Options (ISO)
3. Stock Appreciation Rights (SAR)

## **LTI Plan Type 2 - Restricted Stock**

Is a calculated value using the incumbent's shares at their estimated full value -- # of Shares Granted times Share Price at the time of granted is made up of any of the five different LTI Plans listed below:

4. Restricted Stock (RS)
5. Phantom Stock - Full Value (PhS-Full Value)
6. Phantom Stock - Appreciation (PhS-Appr.)
7. Performance Shares (PS)
8. Performance Units (PU)

## **LTI Plan Type 3 - LTI Cash**

Is a calculated value using the cash value of the award at the time the award is made and is made up of the LTI Plan listed below:

9. LTI Cash Plans (LTI Cash)





# Data Definitions

*(Continued)*

## Actual Total Direct Compensation

Is calculated using:

Base Salary + STI + LTI + Other Cash and Commission

## Region

Is divided into six different regions each including a set list of states or US possessions, below specifies the list of regions and the corresponding states/US possessions:

### Northeast

Connecticut, Delaware, Maine, Maryland, Massachusetts, New Jersey, New Hampshire, New York, Pennsylvania, Rhode Island, Vermont

### Southeast

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia, Washington DC, West Virginia

### North Central

Idaho, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Montana, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin, Wyoming

### South Central

Arizona, Arkansas, Colorado, Louisiana, New Mexico, Oklahoma, Texas, Utah

### Western

Alaska, California, Hawaii, Nevada, Oregon, Washington

### Caribbean

Puerto Rico, US Virgin Islands



# Industry Segment LOB Codes

## Insurance Industry Segments

Insurance Industry Segment Code	Description	Insurance Industry Segment Code	Description
H	Health	R	Reinsurance - All
L	Life	RH	Reinsurance - Health
LA	Life & Annuity	RL	Reinsurance - Life
M	Multi-Segmented Insurance	RP	Reinsurance - P&C
MC	Managed Care	SB	Specialty Carrier - S&F Bonds
OI	Other Insurance Lines	SO	Specialty Carrier - Other
P	Property & Casualty - All	SW	Specialty Carrier-Worker's Comp.
PC	Property & Casualty - Commercial	TO	Third Party Admin., Other Services
PP	Property & Casualty - Personal	TP	Third Party Admin., Insurance Svc's

## Insurance Line-of-Business Codes

### Health Insurance

<b>HIL</b>	All Health Insurance
Health policies offered to people to provide protection against the policyholder's losses for the injury, illness, or disability and may include coverage's for medical, dental and/or vision.	



# Industry Segment LOB Codes

(Continued)

## Health Insurance (continued)

### **HMC** | Managed Care

A comprehensive and systematic approach to healthcare delivery to coordinate and control quality, access, and costs while considering the interests of patients, providers and payers.

### **EHP** | Health Insurance - Employer

Employer Sponsored Group Health Plan

### **FHP** | Health Insurance - Family

Family and Individually Acquired Health Plan Coverages

### **AHP** | Health Insurance - Group

Association or other affinity form of group health plan coverages

### **GHP** | Health Insurance - Government Sponsored

Third-party administrator of government sponsored health programs (Medicare, Medicaid, TRICARE, etc.)

### **HWC** | Workers' Compensation

Insurance coverage to provide benefits to workers who suffer a work-related injury or illness.

## Group Health

### **HDG** | Dental - Group

Group insurance that will pay a portion of the costs associated with normal dental care as well as damage to teeth from an accident.



# Industry Segment LOB Codes

*(Continued)*

## Group Health *(continued)*

### **HPG** Pharmacy - Group

Group insurance that will pay a portion of the costs associated with medical care relating to medications and prescriptions obtained through pharmacies.

### **HMG** Medical - Group

Coverage underwritten on members of a natural group, such as employees of a particular business, association, or employer group. Each covered person within the group is entitled to medical benefits provided according to their respective Group Plan.

## Individual Health

### **HDI** Dental - Individual

Dental insurance purchased by individuals that will pay a portion of the costs associated with normal dental care as well as damage to teeth from an accident.

### **HPI** Pharmacy - Individual

Prescription insurance coverage that will pay a portion of the costs associated with medical care relating to medications and

### **HMI** Medical - Individual

Health care coverage underwritten on individuals to provide healthcare benefits according to their respective Plan.



# Industry Segment LOB Codes

*(Continued)*

## Medical

**MBH** Behavioral

Insurance coverage for behavioral health services which may include coverages for such programs as mental health services, chemical dependency rehabilitation, and detoxification programs.

## Life Insurance Carriers

**LIL** Life Only

Insurance coverage for multiple Life products including, but not limited to: Group, Single Premium, Survivorship, Term, Universal, Variable, Whole Life Insurance.

**LAL** Life & Annuities - All

Offers multiple Life products, retirement annuity and investment products, and may include other products and services beyond life and investment.

**LAV** Life-Retirement Products

Products and services designed to address present or future needs for retirement.

**LIV** Life-Financial Investment Services

Products and services designed to address present or future needs for individual investors.

## Individual Life

**LTI** Long-term Care - Individual

Providing Long-term Care insurance products and services to individuals.



# Industry Segment LOB Codes

*(Continued)*

## Individual Life *(continued)*

<b>LPI</b>	Pension - Individual
Providing pension related life, annuity and investment planning, products and services to individuals.	

<b>LAI</b>	Annuities - Individual
Providing annuity based products and related services to individuals.	

## Group Life

<b>LTG</b>	Long-Term Care - Group
Group Long-term Care products and services underwritten on and administered for members of a natural group, such as employees of a particular business, association, or employer group.	

<b>LPG</b>	Pension - Group
Group pension products and services provided to and administered for members of a natural group, such as employees of a particular business, association, or employer group.	

<b>LAG</b>	Annuities - Group
Group annuity contracts issued to tax qualified retirement plans covering members of a natural group, such as employees of a particular business, association, or employer group.	



# Industry Segment LOB Codes

(Continued)

## Reinsurance Carriers

<b>REI</b>	All Reinsurance
All lines of reinsurance including P&C, Life, Health, etc.	
<b>REL</b>	Life Reinsurance
Reinsurance of Life insurance policies.	
<b>REH</b>	Health Reinsurance
Reinsurance of Health insurance policies.	
<b>REP</b>	P&C Reinsurance
Reinsurance of Property and Casualty insurance policies. If differentiating by line-of-business within P&C, list the company as a	

## Property & Casualty Insurance Carriers

<b>PPP</b>	Personal Lines
Liability and property coverage's for individual insured covering material damage, property damage, bodily injury, and/or casualty risks.	
<b>PPS</b>	Specialty Personal Lines
Home, auto, valuable articles, and excess liability coverage written for <u>high net worth individuals</u> , defined as having any combination of the following: income levels above \$250,000, homes valued in excess of \$750,000, luxury automobiles, high value art, coin and/or jewelry collections.	



# Industry Segment LOB Codes

(Continued)

## Property & Casualty Insurance Carriers (continued)

### **PPA** | Affinity Markets

Personal line coverage's offered through an affinity group (e.g., senior citizen organization members, college alumni groups, association or retail chain store members, etc.).

### **CCL** | Commercial Liability

Coverage written for negligent acts or omissions resulting in bodily injury, property damage, advertising injury, and/or personal injury to others by an insured.

### **CCP** | Commercial Property

Coverage written for loss or damage to an insured's property or for loss or damage to someone else's property under the insured's care, custody, or control.

### **CCC** | Commercial Casualty

Coverage written for the legal liability for personal injuries or damage to property of others including many specialty line coverage's of insurance (see Specialty Line codes below).

### **CSM** | Small Market Commercial Lines

Coverage written for multi-line responsibilities in smaller, less complex commercial lines insured, typically with gross written premiums of \$50,000 or less.

### **CMM** | Middle Market Commercial Lines

Coverage written for larger, more complex commercial lines insured, with gross written premiums of between \$50,000 and \$1,000,000.





# Industry Segment LOB Codes

(Continued)

## Property & Casualty Insurance Carriers (continued)

<b>CML</b>	Large Market Commercial Lines (National Accounts)
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Coverage written for very large, generally multi-state, multi-country insured, either as an insured product, claims paying, or excess of loss basis. Generally premiums are in excess of \$1,000,000.
---

<b>CMW</b>	Workers' Compensation
------------	-----------------------

Coverage provided for employee job-related injuries or diseases as a matter of right, without regard to fault.
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<b>CMK</b>	Workers' Compensation - Medical
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Handles Medical Workers' Compensation <i>only</i> .
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<b>MCL</b>	Multiple Commercial Lines
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Coverages which combine commercial property and casualty lines provided to a business, governmental body, or nonprofit entities.
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<b>MPC</b>	Multiple Personal & Commercial Lines
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Coverages which combines property and casualty lines provided to individuals or commercial businesses and/or nonprofit entities.
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# Industry Segment LOB Codes

*(Continued)*

## P&C Specialty Line Survey Codes

### Property & Casualty Insurance Carriers

<b>SEG</b>	Employer Group Benefits
------------	-------------------------

Coverages for all lines of group employee benefit business for commercial clients.

<b>SPL</b>	Professional Liability
------------	------------------------

Liability coverage for individuals or entities in various professional fields, typically requiring a license to practice or perform services.

<b>SML</b>	Medical Liability
------------	-------------------

Liability coverage written specifically for the medical, or medical related professions which may also encompass coverage for other lines of insurance for health care entities.

<b>SDO</b>	Directors & Officers
------------	----------------------

Coverage when a director or officer of an entity commits a negligent act or omission, or misstatement or misleading statement and a successful libel suit is brought against the company as a result.

<b>SEO</b>	Errors & Omissions
------------	--------------------

Coverage for various professions that provide protection for negligent acts and/or omissions resulting in an injury or loss to a client. Coverage can be written on the basis of an individual, group or association, or an entity.

<b>SMM</b>	Multiple Marine Lines
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Coverages which include both Ocean Marine and/or Inland Marine lines.



# Industry Segment LOB Codes

(Continued)

## Property & Casualty Insurance Carriers (continued)

<b>SIM</b>	Inland Marine
------------	---------------

Coverage of property which is in the course of transportation or is of such a nature that it may easily be transported. Also may include some risks at fixed locations considered "instruments of transportation or communications which are accepted as inland marine by

<b>SOM</b>	Ocean Marine
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Coverage of ships, their cargoes, and the freight, including protection and indemnity insurance to cover ship-owner liabilities for loss.

<b>SXC</b>	Excess Casualty/Large Risk
------------	----------------------------

Liability coverage above the primary amount of insurance, typically written at an attachment point of at least \$1,000,000.

<b>SXU</b>	Excess Casualty/Umbrella
------------	--------------------------

Following form liability, which provides coverage above both the primary and lead umbrella, typically with an attachment point of at least \$5,000,000.

<b>SEA</b>	Environmental & Asbestos
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Coverage for negligent acts or omissions which result in damage to the environment.

<b>SBB</b>	All Bonds
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Responsibility for multiple bond lines, including Surety and Fidelity bonds.



# Industry Segment LOB Codes

(Continued)

## Property & Casualty Insurance Carriers (continued)

<b>SFB</b>	Bond - Fidelity
Coverage provided to reimburse losses caused by illegal or dishonest acts by employees of the insured.	
<b>SSB</b>	Bond - Surety
A contract by which one party agrees to make good the default or debt of a third party.	
<b>SAG</b>	Agricultural
Coverage written for farms and/or farm-related property or liability risks, including growing or stored crops.	
<b>SAV</b>	Aviation
Coverage in the event of an aircraft loss, including damage or loss of the aircraft, cargo, or liability to a third party. Markets may include airlines, business aviation, or personal aviation.	
<b>SMA</b>	Mergers & Acquisition
Coverage for loss mitigation, representation and warranties, and tax indemnity, financial underwriting other related M & A / balance sheet products.	
<b>SGL</b>	Surplus Lines
Coverage for non-standard primary liability business written on a surplus lines / non-admitted basis.	
<b>SBM</b>	Boiler & Machinery
Coverage written for losses resulting from the malfunction of boilers and machinery.	



# Industry Segment LOB Codes

*(Continued)*

## Property & Casualty Insurance Carriers *(continued)*

**SRR** All Risk

Multiple categories of coverage for risk insurance.

**SLR** Large Risk Property

Coverages for direct or indirect loss or damage to real or personal property with very high values owned or controlled by a business, governmental body, or nonprofit entity.

**SPR** Highly Protected Risk

Class of property risk where actions have been taken to reduce the frequency and severity of loss, such as by adding sprinkler systems.

**STR** Political Risk

Coverages for loss due to revolution or other political conditions occurring including, but not limited to: revolution, insurrection, civil unrest, terrorism or war.

**SSS** Multiple Specialty Lines

Coverage which combines multiple specialty lines of insurance coverage.

## Lines/Sectors - Industry

**ICX** Construction

All coverage's written for general contractors and sub-contractors in the full range of construction businesses including large, multi-contractor projects.



# Industry Segment LOB Codes

*(Continued)*

## Lines/Sectors - Industry *(continued)*

<b>IEI</b>	Energy	All coverage's written for oil and gas, petrochemical and chemical, and power generation organizations including engineering and construction of facilities/plants.
<b>IER</b>	Entertainment Risks	Coverage for risks associated with the production and distribution of motion picture of television events, live theater, sports teams, concerts, or special events.
<b>IFI</b>	Financial Institutions	All coverage's written for financial institutions.
<b>IGI</b>	Government	Coverage specifically provided for federal, state, regulatory or municipal entities.
<b>IHC</b>	Healthcare	All lines of coverage for firms engaged in providing healthcare services.
<b>IPH</b>	Pharmaceutical	All lines of coverage for firms engaged in pharmaceutical and biotechnology research, manufacturing, and distribution.
<b>ITR</b>	Transportation	All lines of coverage for firms engaged in providing such transportation services as aviation, trucking and/or railroad (excludes marine).



# Industry Segment LOB Codes

*(Continued)*

## Lines/Sectors - Industry *(continued)*

<b>ITT</b>	Technology
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All lines of coverage for firms engaged in electronic manufacturing or information technology.	
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<b>OIP</b>	Other Industry Programs
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Coverage written for "other" industries not specified above such as retailers, food services, electronics, etc., please assign the OIP code.	
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2011 Insurance Industry Benchmark Survey - Executive Compensation

United States

Survey Job Code 1140 - CEO, Chairman of the Board

Serves as Chairman of the Board of Directors and CEO to provide the general supervision, management, and control of the affairs and property of the company. Ensures the organization meets or exceeds its primary goals, operating plans, and profit objectives. Represents the organization to the customers and general public and maintains strategic relationships with customers, community, and governmental contacts.

<u>All Participants - Co / Inc Count</u>	Co/Inc Count	Cash and LTI Compensation									Incentive Eligibility			
		10th %ile	25th %ile	40th %ile	Avg	50th %ile	60th %ile	75th %ile	90th %ile	% Elig	% Paid	% Elig	% Paid	
Multi Segment	1 / 1													
Property and Casualty: All	6 / 6													
Life: All	0 / 0													
Health: All	0 / 0													
Reinsurance: All	0 / 0													
Specialty Carrier: All	1 / 1													
Third Party Admin: All	0 / 0													
Other Insurance	0 / 0													
All Company Total	8 / 8													
<b>Pay Component</b>														
Base Salary - All Participants	8 / 8	356.5	478.8	640.3	742.4	727.1	824.0	1,000.0	1,097.5	100.0%	87.5%	100.0%	87.5%	
Base Salary - Incentive Eligible	8 / 8	356.5	478.8	640.3	742.4	727.1	824.0	1,000.0	1,097.5	100.0%	87.5%	100.0%	87.5%	
Base Salary - Non-incentive Eligible	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	
Short-term Incentive Target	5 / 5	35.0%	50.0%	65.0%	155.0%	75.0%	135.0%	225.0%	330.0%	100.0%	100.0%	100.0%	100.0%	
Short-term Incentive Actual	7 / 7	127.3	205.3	380.4	1,273.4	562.5	825.0	2,125.0	3,390.0	100.0%	100.0%	100.0%	100.0%	
Commissions and Other Cash	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	
Target Total Cash (Base + Target Bonus)	8 / 8	496.5	623.4	750.3	1,719.0	890.0	1,036.0	1,961.3	4,514.0	100.0%	87.5%	100.0%	87.5%	
Actual Total Cash (Base + Actual Bonus + Other Cash)	8 / 8	563.4	658.4	755.8	1,856.6	1,008.3	1,389.3	2,562.5	4,452.5	100.0%	87.5%	100.0%	87.5%	
Long-term Incentive Target (Cumulative of LTI Plan target values)	4 / 4	-	-	-	-	-	-	-	-	-	-	-	-	
LTI Plan Type 1 - Nonqualified Stock/Share Options	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	
LTI Plan Type 2 - Restricted Stock	4 / 4	-	-	-	-	-	-	-	-	-	-	-	-	
LTI Plan Type 3 - LTI Cash	2 / 2	-	-	-	-	-	-	-	-	-	-	-	-	
Actual Total Direct Comp - (Base + Act.Bonus + LTI + Other Cash)	8 / 8	563.4	658.4	1,121.1	3,484.9	2,063.7	2,942.0	3,964.6	8,250.6	100.0%	87.5%	100.0%	87.5%	

Dash(-) represents no data or insufficient data reported.

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This is Sample Data



2011 Insurance Industry Benchmark Survey - Executive Compensation

United States

Survey Job Code 1140 - CEO, Chairman of the Board

Serves as Chairman of the Board of Directors and CEO to provide the general supervision, management, and control of the affairs and property of the company. Ensures the organization meets or exceeds its primary goals, operating plans, and profit objectives. Represents the organization to the customers and general public and maintains strategic relationships with customers, community, and governmental contacts.

All Participants

Short-Term Cash Compensation

Scope	Co/Inc Count	Base Salary (\$000's)				Target Bonus Opportunity (%'s)				Actual Bonus Paid (\$000's)				Actual Total Cash Base + Actual Bonus (\$000's)			
		25th %ile	Avg	50th %ile	75th %ile	25th %ile	Avg	50th %ile	75th %ile	25th %ile	Avg	50th %ile	75th %ile	25th %ile	Avg	50th %ile	75th %ile
<b>Organization Type</b>																	
Corporate	7 / 7	-	705.6	674.2	-	-	93.8%	62.5%	-	-	944.0	410.8	-	-	1,514.7	780.0	-
Division	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Holding Company	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Business Unit	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subsidiary Organization	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Entity	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Industry Segment</b>																	
Multi Segment	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property and Casualty: All	6 / 6	-	780.7	727.1	-	-	155.0%	75.0%	-	-	1,564.6	562.5	-	-	2,084.5	1,008.3	-
Life: All	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health: All	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reinsurance: All	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Carrier: All	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Third Party Admin: All	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Insurance	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Revenue(Millions)</b>																	
Revenue < \$1,000M	5 / 5	-	631.8	505.0	-	-	93.8%	62.5%	-	-	932.8	259.0	-	-	1,564.6	659.0	-
Revenue \$1,000 -< \$2,000M	2 / 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue => \$2,000M	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Written Premiums(Millions)</b>																	
Premiums < \$250M	2 / 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Premiums \$250M -< \$1,000M	3 / 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Premiums \$1,000M -< \$5,000M	2 / 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

This is Sample Data

All Participants																	
Short-Term Cash Compensation																	
Scope	Co/Inc Count	Base Salary (S000's)				Target Bonus Opportunity (%s)				Actual Bonus Paid (S000's)				Actual Total Cash Base + Actual Bonus (S000's)			
		25th %ile	Avg	50th %ile	75th %ile	25th %ile	Avg	50th %ile	75th %ile	25th %ile	Avg	50th %ile	75th %ile	25th %ile	Avg	50th %ile	75th %ile
Premiums => \$5,000M	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Employee Size</b>																	
Employees < 100	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employees 100-500	4 / 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employees 500-2000	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employees => 2000	3 / 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Region</b>																	
West Central	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Caribbean	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
North Central	5 / 5	-	708.0	780.0	-	-	212.5%	212.5%	-	-	1,123.1	575.8	-	-	1,606.5	780.0	-
West Coast	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Northeast	2 / 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mid Atlantic	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Midwest	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Southeast	1 / 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
South Central	0 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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