



PwC Saratoga's Insurance Industry Benchmarking Consortium

PwC Saratoga and the participating members of the Insurance Industry Benchmarking Consortium would like to formally invite you to join the 2011 consortium. The mission of this consortium is to bring together non health insurance companies to focus on the unique challenges of the industry as well as to provide a forum through which workforce and HR topics can be benchmarked.

Membership into the consortium includes participation in an annual Human Capital Benchmarking Survey as well as access to annual benchmark results.

Some of the key benefits of joining the Insurance Industry Benchmarking Consortium include:

- Participation in the annual Insurance Industry HR/workforce benchmarking survey
- Participation in PwC's Health and Wellness Benchmarking Survey (covering health benefits, pharmaceutical costs, and wellness programs)
- Access to PwC thought leadership on both HR and non HR topics
- The opportunity to poll your insurance industry peers on key issues
- Access to Saratoga's Human Capital Effectiveness Report, which contains over 300 metrics represented by over 300 companies across 12 industry sectors
- Access to webcasts on human capital measurement topics

You will also be able to:

- Gain a better understanding of the investment in the HR function and its areas of strength and identify opportunities for improvement
- Consistently measure and benchmark items such as turnover on a global and regional basis
- Develop a comprehensive perspective on human capital asset management
- Network and benchmark directly with your insurance peers in a confidential manner
- Establish consistent reporting on human capital metrics that enable an "apples-to-apples" comparison

A number of leading insurance companies are already participating and your organization would be a key addition to this group. A list of consortium members who have authorized us to release their name is noted below.

- Allianz
- Assurance
- American International Group
- AXA Equitable Life Insurance
- California State Automobile Association
- First American Corporation
- Hanover Insurance
- Infinity Property and Casualty
- The PMI Group
- Westfield Group
- Woodmen of the World Life Insurance

The following is an abbreviated list of insurance companies that have been invited to participate in this survey. If there are others you feel would be appropriate to include in this survey, please let us know (contact info below).

- Aetna Life Insurance
- Allstate
- American Family Insurance Group
- American United Mutual Insurance Holding Company
- Cambridge Integrated Services Group
- ChoicePoint
- Continental Assurance Company
- Factory Mutual Insurance Company
- Farmers Group
- FBL Financial Group
- Fidelity National Financial
- Foremost Insurance Company
- Genworth Financial
- Great American Insurance Company
- Hartford Life and Accident Insurance
- Hooper Holmes
- Jefferson National Life Insurance
- Kemper Independence Insurance
- LandAmerica Financial Group
- Liberty Mutual
- Lumbermens Mutual Casualty Company
- Mercury General Corporation
- Meridian Security Insurance Company
- MetLife
- Metropolitan Property and Casualty Insurance Company
- Nationwide Financial Network
- New Jersey Manufacturers Insurance
- New York Life Insurance Company
- Prudential Financial
- Safeco Insurance Company of America
- Sammons Enterprises
- Securian Financial Group
- Selective Insurance Group
- State Compensation Insurance Fund
- State Farm
- Stewart Title Company
- The Commerce Group
- The GAB Robins Group of Companies
- The Guardian Life Insurance Company
- The Northwestern Mutual Life Insurance
- The Penn Mutual Life Insurance Company
- The Phoenix Companies
- The Progressive Corporation
- The Travelers Companies
- Thrivent Financial for Lutherans
- Transnation Title Insurance Company
- UNIFI Mutual Holding Company
- Unitrin

The consortium will initially focus on approximately 30 metrics from a number of key topic areas which are noted below:

Workforce Productivity and Profitability

- Revenue per FTE
- Labor Cost per FTE
- Compensation Cost per FTE
- Average Benefits per Employee
- Human Capital ROI

Span of Control

- Manager Span of Control
- Executive Span of Control

HR Cost and Structure

- HR Costs per Employee
- HR Headcount Ratio

Talent Acquisition

- Time to Accept
- Cost per Hire
- 90 Day Turnover Rate
- First Year of Service Turnover Rate

Retention and Separations

- Voluntary Separation Rate
- One to Three Years of Service Voluntary Separation Rate
- Three to Five Years of Service Voluntary Separation Rate
- High Performer Separation Rate

Functional FTE Ratios and Labor Cost

- Functional assessments for the following areas: Claims, Underwriters, and Customer Service

All participants of the Insurance Industry Benchmarking Consortium will be provided with:

- PwC Saratoga's proprietary web-based data collection and reporting tool
- Standardized instructions for each data element
- PwC Saratoga resource to support your data collection team
- Rigorous data validation methodology
- Customized report containing your system's results compared against other non health insurance companies
- Benchmarking report containing all available benchmark results

Please do not hesitate to contact us should you have any questions or if you are interested in becoming a member.

Jon Burton

312.298.5259

jon.burton@saratoga.pwc.com