



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 2009 consortium. The mission of this consortium is to bring together 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. The consortium will collect and analyze data for the following business segments: property and casualty, life insurance and investment management.

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)
- Participation in PwC's global equity compensation survey
- 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:

- Allianz
- AXA Equitable Life Insurance
- California State Automobile Association (CSAA-AAA)
- Hanover Insurance
- Infinity
- PMI Group
- The Chubb Corporation
- USAA
- Western Southern Life Insurance
- Westfield Group
- Woodmen of the World

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 International Group
- American United Mutual Insurance Holding Company
- Assurant
- Cambridge Integrated Services Group
- ChoicePoint
- Continental Assurance Company
- Factory Mutual Insurance Company
- Farmers Group
- FBL Financial Group
- Fidelity National Financial
- First American
- Foremost Insurance Company
- Genworth Financial
- Great American Insurance Company
- Hartford Life and Accident Insurance Company
- Hooper Holmes
- Jefferson National Life Insurance Company
- Kemper Independence Insurance Agency
- 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 Company
- 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 of America
- The Northwestern Mutual Life Insurance Company
- 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 and Succession Planning

- Manager Span of Control
- Executive Span of Control
- Pipeline Utilization

Workforce Diversity

- Women External Hiring Percent
- Ethnically Diverse External Hiring Percent
- Women Promotion Rate

- Ethnically Diverse Employee Promotion Rate
- Women Voluntary Separation Rate
- Ethnically Diverse Employee Voluntary Separation Rate
- Women Headcount Percent
- Ethnically Diverse Headcount Percent
- Women Management Headcount Percent
- Ethnically Diverse Management Headcount Percent

Talent Acquisition

- Time to Accept
- Cost per Hire
- 90 Day Turnover Rate
- First Year of Service Turnover Rate
- HR Recruiter Costs per Filled Requisition

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

HR Cost and Structure

- HR Costs per Employee
- HR Headcount Ratio

Learning and Development Investments

- Learning & Development Investment per Employee
- Learning & Development Hours per Employee

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
- Data collection and analysis for property and casualty, life insurance, and investment management business segments/providers
- Customized report containing your system's results compared against other 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.

Michael Tindall
646.471.1296
michael.tindall@us.pwc.com

Jon Burton
408.817.7440
jon.burton@saratoga.pwc.com
