



2014

NAMIC P&C Compensation Survey

Compiled by Ward Group

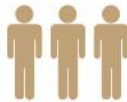
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Geographic
Region



Firm Size
Premium Scales



1500
Job Titles



Salary
Total Compensation



Benefits
Incentives



Pay For Performance
Performance Metric

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2014 NAMIC P&C Compensation Survey

National Association of Mutual Insurance Companies

We are 1,400 property/casualty insurance companies serving more than 135 million auto, home and business policyholders, with more than \$196 billion in premiums accounting for 50 percent of the automobile/homeowners market and 31 percent of the business insurance market.

We are the largest and most diverse property/casualty trade association in the country, with regional and local mutual insurance companies found on main streets across America joining many of the country's largest national insurers who also call NAMIC their home. More than 200,000 people are employed by NAMIC members.

Through our advocacy programs we promote public policy solutions that benefit NAMIC companies and the consumers we serve. Our educational programs enable us to become better leaders in our companies and the insurance industry for the benefit of our policyholders.

NAMIC strengthens and supports its members and the mutual insurance industry by its leadership in advocacy, public policy, public affairs, and member services.

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Special thank you to NAMIC's Property Casualty Conference Board of Directors for its leadership and support of this project

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Industry Perspective

The composition of the insurance industry is changing. Seeking to improve productivity, reduce headcount and increase profits, insurance organizations are increasingly embracing automation and technology. New programs and procedures are replacing many clerical and processing job responsibilities; and insurance organizations are finding themselves with a need for more high-level, specialized talent.

Unfortunately for insurance organizations, the competition within the industry labor market is reaching a fever pitch.

The industry's workforce is aging. The past 10 years have seen the number of insurance employees aged 55 and older increase by nearly 75 percent. The graying of the industry and subsequent exodus of skilled professionals is further compounded by a recent focus on hiring. Industry hiring projections show that nearly 60 percent of all insurance organizations are looking to increase their staff in the coming year. Already experts estimate that the industry will need to fill 400,000 positions by 2020 to remain fully staffed. In addition, the unemployment rate within the industry is down to what most economists consider "full employment" at three percent. Taken together, **these factors highlight a diminishing talent pool that is being called upon to fill a growing number of industry positions**—and insurance organizations have begun to feel the pinch.

As the competition for talent escalates and organizations search for high performing professionals, **compensation is a critical issue and a vital component in standing out from the crowd**. Since the economic downturn, we have seen a steady increase in employee wages at an average of three percent. This number increases as we move up the ladder, with organizations seeking to retain their top performers. In 2013, the highest quartile of employees saw compensation increases double to six percent.

However, dollars are only part of the big compensation picture. **Employee benefits—including paid sabbaticals, flexible scheduling, incentive programs and company culture are becoming more and more important as a way to add value to a compensation package and differentiate from the competition.**

Recently, total compensation within the insurance industry experienced substantial growth due to better corporate performance and profitability. This has resulted in higher bonus payments and performance awards across the board, with top management experiencing a compensation increase of 11 percent from 2012.

Mutual companies, in order to be competitive and reward performance, need to align compensation with their mission, vision and values.

The Jacobson Group and Ward Group (2014). Semi-Annual U.S. Insurance Labor Outlook Study. Retrieved from <http://jcbn.gr/1uDZd6E>. PropertyCasualty360 (2013). Insurance Industry Crisis: 400,000 Positions to Fill by 2020. Retrieved from <http://www.propertycasualty360.com/2013/04/17/insurance-industry-crisis-400000-positions-to-fill>. U.S. Bureau of Labor Statistics (2014). Labor Force Statistics from the Current Population Survey. Retrieved from http://data.bls.gov/timeseries/LNU04034205?data_tool=XGtable.

Since mutuals are unable to provide stock incentives, they must think creatively about their long-term compensation strategies if they truly want to attract and retain talent in today's red-hot market. Long-term, cash-based incentives such as phantom stock programs and awards based on results on a developed basis or growth in surplus should be considered in order to better match the benefits provided by stock companies.

Unique to mutuals is their ability to offer opportunities that provide a meaningful sense of purpose.

Mutuals exist solely to meet the needs of their policyholders and pride themselves on working toward a shared purpose. A career with a mutual insurance company is one of distinction and value. Combined with innovative long-term incentive programs, these non-monetary rewards and benefits create a compelling and unique offering; and the focus for mutuals must shift toward sharing this exceptional story.

Contributed by Gregory P. Jacobson, Co-CEO, and Margaret Resce Milkint, Managing Partner

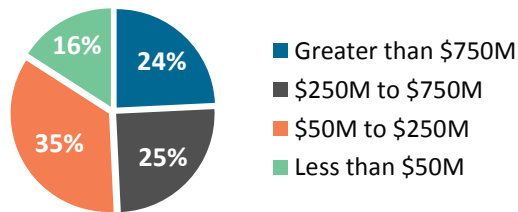
Insurance Talent

JACOBSON

NAMIC P&C Compensation Survey

Ward Group is pleased to be partnering with NAMIC in conducting this year's Property & Casualty Compensation Survey. The survey is comprehensive in scope covering the majority of roles within a company. Overall, 132 carriers participated in this year's survey, reporting pay data for nearly 60,000 employees. The participants spanned a wide scale range and included both mutual and stock companies. Given the robust participation, we were able to deliver results that provide a thorough perspective on pay.

Participants' DPW



Broad Market Trends

Overall, 2013 was a solid period for most P&C carriers as premium production advanced amidst higher rates and a recovering economy. According to metrics such as Combined Ratio and Net Premium Written to Surplus, 2013 ranks as an above average year (e.g., the combined ratio industry average of 97% outperformed the average levels seen since 2000). Expense management continues to challenge most companies -- in 2013, the average total expense as a percent of net premium was slightly above the average throughout the new millennium.

Going forward, companies will be most challenged with respect to: keeping up with technology and its associated costs; finding growth in a "less hard" market; and keeping pace with the evolution of data analysis and predictive analytics.

Given the relatively improved business environment, it is not surprising that pay increased in our survey data on a constant incumbent basis. When focusing on data from companies that participated in the survey for the past two years, all but a few saw constant incumbent total pay increase, with the typical company having a total compensation advance of about 6%. Additionally, typical salary expense increased at a +3% rate. The following pages present graphs that illustrate statistics on pay movement for both select functions and job levels.

2012 to 2013 Total Compensation Movement

A typical person in the property & casualty industry had their total compensation increase by 4.7% from 2012 to 2013. For individuals in most functions, pay movement percentage-wise ranged from the very low single digits to the low teens, with a typical advance of 4% to 6%. An exception to this trend was for Top Management, where the median pay increase was 11% (and high quartile pay increase was 36%). When examining pay movement on a job level basis, the more senior levels increased at greater rates. This was most pronounced for the 75th percentile statistics, where movement in total compensation for function managers and above increased at levels in the high teens.

2013 to 2014 Salary Movement

In recent years, a pattern in the P&C industry, as well as throughout the financial services industry, has emerged with companies increasing salary expense each year at a rate of about 3%. 2014 was no exception to this pattern.

While in some years since the economic downturn, carriers increased salaries for all but top executives, that pattern did not happen in 2014 (i.e., similar to other functions median salary

2013 Competitive Total Compensation			
Select Roles - All Specializations			
Position	LowQ	Median	HighQ
CEO	\$366.4	\$529.6	\$866.2
Sr. Underwriter	79.4	94.8	112.8
Sr. Actuary Fellow	70.7	86.7	105.1
Sr. Claims Adjuster	66.8	74.2	84.5

movement for Top Management roles was +3%).

Year-end Outlook

Recently, we polled 45 P&C companies to gauge expectations on year-end business results and compensation planning.

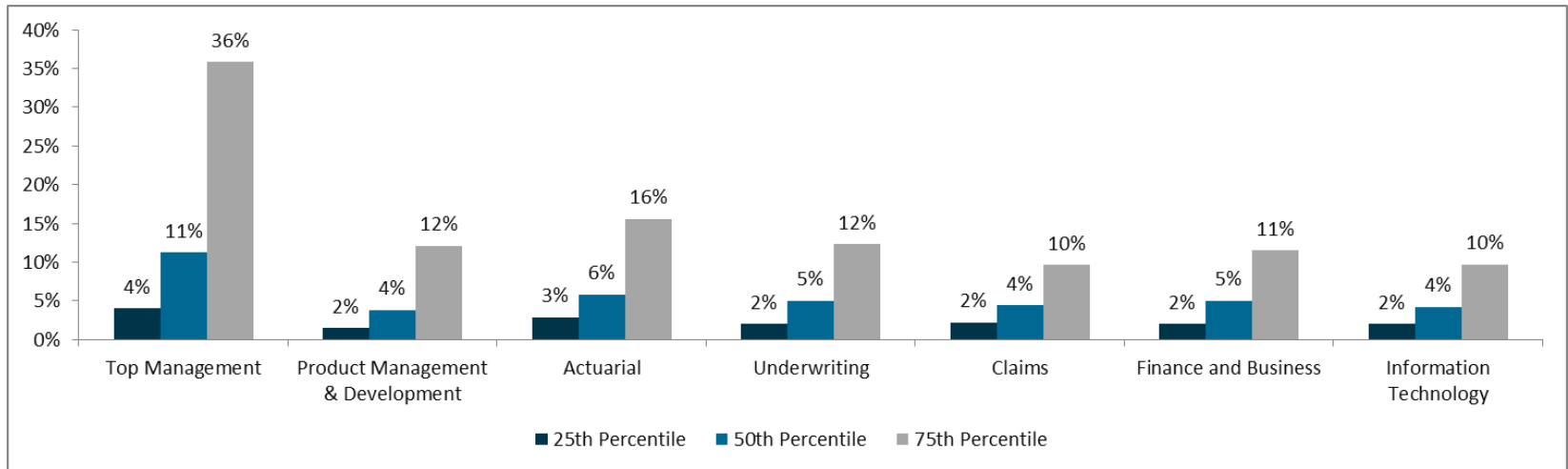
Direct Written Premium: Most carriers (i.e., 49% of respondents) expect year-end 2014 direct written premium results to be up in a range from up 5.1% to 10%. At the extreme, one respondent expects a year-over-year jump of more than 30%, while 12 companies expect results in the +/-5% range.

Headcount: Most respondents do not expect significant head count growth. Overall, responses ranged from flat to up 3% (at the low and high quartiles), with the typical company expecting a 1% headcount advance.

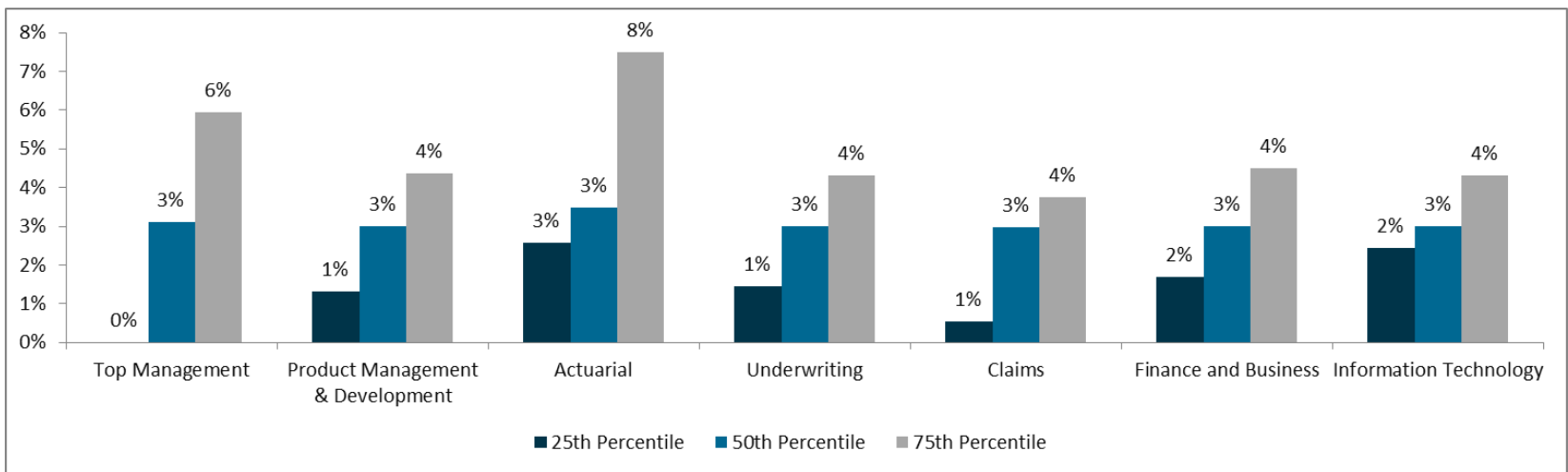
Incentives: Respondents were relatively cautious with respect to their expectations on incentive pools. Overall, most companies expect year-end bonus pools to be flat relative to 2013.

2014 Salary Adjustments: Projections for salary increases range from 2.5% to 3.0% at the low and high quartiles, with a median of 2.9%. For the most part, participants do not expect that higher earners will be treated any differently than lower-paid employees.

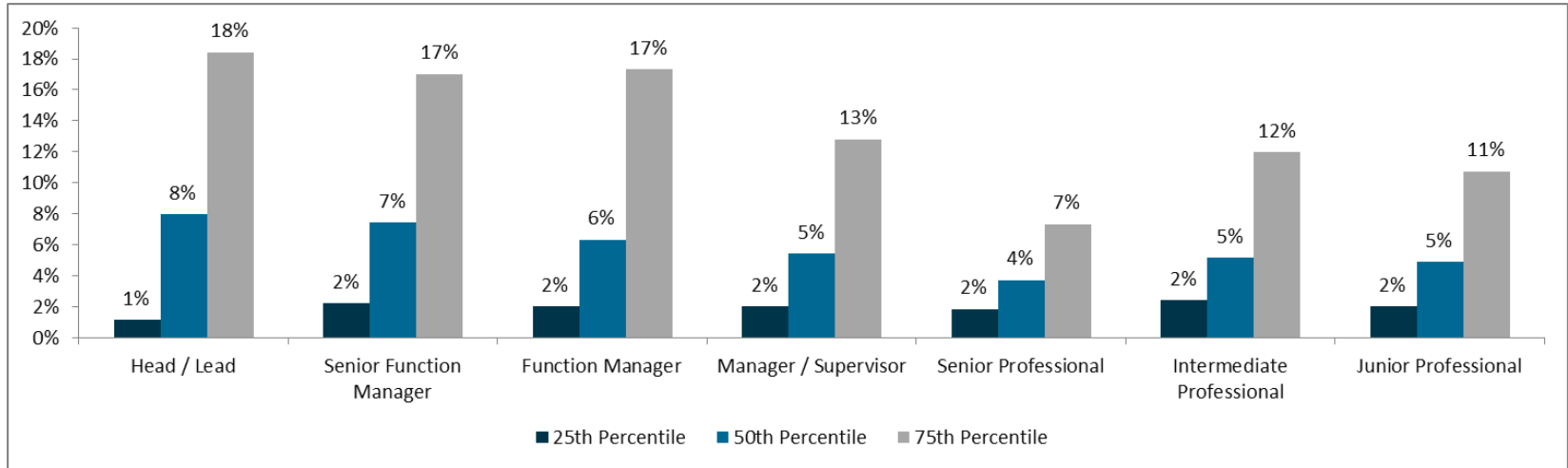
2012 to 2013 Total Compensation Movement Statistics
Constant Incumbents By Function



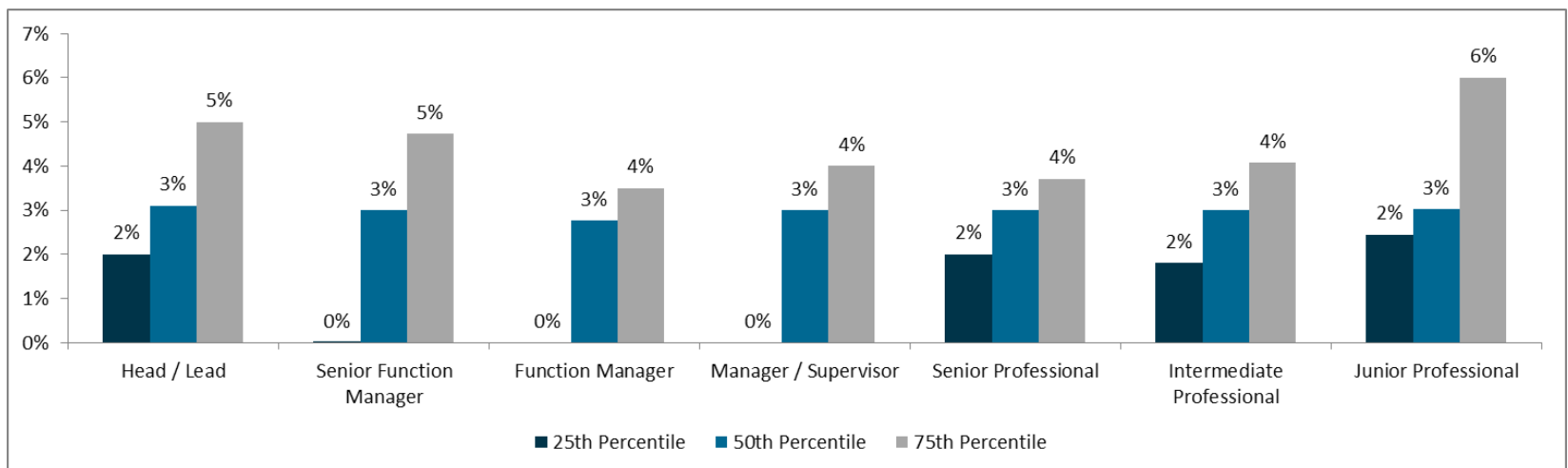
2013 to 2014 Salary Movement Statistics
Constant Incumbents By Function



2012 to 2013 Total Compensation Movement Statistics
 Constant Incumbents By Level



2013 to 2014 Salary Movement Statistics
 Constant Incumbents By Level



2014 NAMIC P&C Compensation Survey

2014 U.S. Explanation of Survey Format

This section of the report describes the survey's data elements, standard survey format, and summary statistics.

Compensation levels for each of the positions covered by this year's survey are summarized on exhibits presenting separate data on salaries, bonuses, total cash incentives, total cash compensation, long-term/deferred awards, and total compensation. Salary levels shown are annual salary rates paid during 2013 and 2014. Bonus/commission levels shown are those that were earned for fiscal year 2013 performance (regardless of whether they were paid in 2013 or in early 2014). 2013 bonus amounts that were mandatorily deferred are included in long-term or deferred awards. Total compensation levels represent the total of 2013 salary, 2013 performance year cash bonus/commission, cash performance fees, and long-term or deferred awards granted for 2013 performance. Summary statistics for each element of pay are calculated *independently*; (i.e., they are not necessarily paid by the same organization and when added together typically will not equal total compensation).

Exhibit I contains a sample of a survey results page. Each survey results page in the report covers a single survey position, a combination of specializations at one position level, or a composite of two position levels. For some surveys, specializations for a position level are shown on a summary page covering 2014 salary, 2013 total cash and 2013 total compensation levels

For each survey position, the following data are shown:

2013 Salary: Annual salary rate as of July 1, 2013.

2013 Cash Bonus: Cash bonus (excluding mandatory deferrals) earned for 2013 performance, whether paid in 2013 or early 2014. Statistics include all individuals eligible for a bonus, whether or not they actually received a bonus for 2013 performance. Statistics on bonus levels *exclude* individuals who were ineligible for a bonus.

2013 Target Bonus % of 2013 Salary: The target cash incentives for the 2013 performance year expressed as a percentage of 2013 annual salary.

2013 Total Cash Incentives: Sum of cash bonus, commissions, and cash performance fees.

2013 Total Cash: The calculated summation of the following data elements where applicable: 2013 Salary, 2013 Cash Bonus/Commissions, and 2013 Cash Performance Fees.

2014 NAMIC P&C Compensation Survey

2014 U.S. Explanation of Survey Format (continued)

2013 Long-Term or Deferred Awards: Long-term or deferred awards related to 2013 performance, whether awarded in 2013 or early 2014. Statistics only include individuals who *received* an award and exclude staff who did not receive an award (whether eligible or not). Long-term/deferred award amounts include the following:

Deferred Cash: The amount of 2013 cash incentive which was *mandatorily* deferred, not the amount of previously deferred cash paid out in 2013. Any voluntary deferrals are included in 2013 Cash Bonus.

Restricted Stock/Restricted Units: The number of shares/units awarded for 2013 performance, multiplied by the price per share on the date of grant. The award amount is not revised based on any stock purchase discounts, expected future values, or due to any restrictions (e.g., vesting) that may exist.

Options/SARs: The number of options/SARs awarded for 2013 performance, multiplied by the strike price, *divided by four*. For purposes of the basic survey, we have established this modified valuation approach, recognizing that other valuation approaches would yield a somewhat different answer. The 25% valuation closely approximates the current average Black-Scholes options values of a broad range of our clients. We review this ratio periodically and modify it as warranted. For some companies with a significantly different internal options valuation approach (typically as a result of different terms and conditions), we have utilized the organization's employee communicated valuation. The impact of this difference in options valuation approach on total compensation is typically less than 1%, although, may be more for management positions.

Other Awards at Face Value: Any other applicable award (e.g., phantom stock, performance units) awarded for 2013 performance. The amount has not been revised based on expected future value or due to any restrictions (e.g., vesting) that may exist.

2013 Performance Vested Awards – (Mandatory Deferral): The communicated value of 2013 mandatory deferred award grants made in the form of cash, restricted shares, options or other vehicles for which vesting is linked to the achievement of specified financial and/or strategic performance conditions. Only includes grants that are subject to full or partial forfeiture if specified performance conditions are not achieved.

2013 Performance Vested Awards – (Add-On LTIP): Expected value at the time of grant of any 2013 'add-on' long-term incentive plan grants (i.e., in addition to any mandatory deferral of annual bonus) made in the form of cash, restricted shares/units, options or other vehicles for which vesting is linked to the achievement of specified financial and/or strategic performance conditions. Values reported are the value the company expected (at the date of grant) an award-recipient might receive, on the balance of probabilities, after taking into account the performance conditions that apply to the award.

2014 NAMIC P&C Compensation Survey

2014 U.S. Explanation of Survey Format (continued)

2013 Total Incentives: Sum of cash bonus, commissions, and cash performance fees plus long-term or deferred awards related to 2013 performance, whether awarded in 2013 or early 2014.

2013 Total Compensation: Sum of 2013 salary, cash bonus, commissions, cash performance fees, overtime, and long-term/deferred awards, as defined earlier.

2014 Salary: Annual salary rate as of the most recent salary review.

2014 Target Bonus % of 2014 Salary: The target cash incentives for the 2014 performance year expressed as a percentage of 2014 annual salary

2014 Target Total Cash: Target total cash (base salary plus target cash bonus) set for 2014. Statistics on target total cash levels exclude individuals who do not have target cash bonus awards.

The following statistics are **incumbent** weighted:

Low Quartile (25th %): Amount above which 75% of all individuals in a position are paid.

Median (50th %): Amount above which 50% of all individuals in a position are paid. In the distribution shown on the lower part of the exhibit, the median represents the amount which evenly divides the number of individuals paid above and below the amount.

High Quartile (75th %): Amount above which 25% of all individuals in a position are paid.

Top Decile (90th %): Amount above which 10% of all individuals in a position are paid.

Average: The average of all individuals' pay as reported by participating organizations. For cash bonus data, this is an average of those individuals who were eligible to receive a bonus even if they did not receive a bonus. Consequently, the average salary and average cash bonus do not always equal the average total cash compensation. The average cash bonus for all individuals at a position level (regardless of whether or not they were eligible for a bonus or received a bonus) can be calculated by subtracting the average salary from the average total cash compensation.

2014 NAMIC P&C Compensation Survey

2014 U.S. Explanation of Survey Format (continued)

The following statistics are **company** weighted:

Median of Medians: The median of all organizations' median pay level. First, the median for each organization is calculated. Then the median of these amounts is calculated.

3rd Highest Median: The third highest paying company's median.

Rank of Firm's Median: The rank of an individual organization's median versus other organizations' medians. The number of organizations reporting data is shown under the same heading. For example, 5 of 15 means that fifteen organizations reported data (including your organization), and your organization's median is the fifth highest among the participants' medians (i.e., four companies pay more, ten companies pay less). A "T" shown to the right of the number of organizations reported stands for "tie" and indicates that two or more participants have the same median pay and share the same rank.

The lower part of Exhibit 1 shows the distribution of individual incumbent's compensation at various breakpoints. Typically, the elements shown in the distribution are: 2013 total cash compensation, 2013 total compensation, and 2014 salary rates. The distribution also indicates the range where the median compensation amount is located. The total number of individuals included in the position is shown at the bottom of the distribution.

CONFIDENTIALITY OF DATA

In order to maintain confidentiality, the amount of data printed in the exhibits may be limited. No data are shown if less than four organizations reported incumbents. Third highest median statistics are printed only if at least six or more organizations reported data. Low quartile and high quartile data are shown only if nine or more individuals are reported. The 90th percentile is shown if twenty five or more incumbents are reported. Pay distributions are presented only if nine or more individuals are reported for a position.

If the highest-paid individual in the position was paid at least 25% more than the second highest-paid individual, the distribution of results does not show the range of the highest-paid individual. Rather, there is a plus (+) shown after the range of the second highest-paid individuals.

2014 NAMIC P&C Compensation Survey

Exhibit 1

The "basic" pages in the PDF binder contain market data, distributions, and data analysis by position.

2014 Property & Casualty Insurance - US (PCU)

FUNCTION: BU Underwriting
 POSITION: 00DF Intermediate Professional
 Desk Underwriting
 All Business Lines Combined

GROUP: All Participants
 CURRENCY: U.S. Dollars (\$000's)
 MARKET DATA: Excludes your organization's data.

Company data will appear here if data was submitted to the survey.

Numbers shown are the number of companies in the market with each data element for that job. When company data is included, MEDIAN RANK will show your company's median vs. medians of all organizations.

The job code and associated text is listed in the top-left corner. If it is a roll-up, you can view all jobs included in the bottom-right corner.

The market data for each data element is listed here. Each row of data is calculated independently.

A "+" signifies an incumbent who was paid at least 25% higher than the second highest-paid incumbent. The "Med" represents the range at which the median falls.

	MARKET DATA (\$000)							XYZ				Rank of Firm's Median
	Low Quartile (25%)	Median (50%)	High Quartile (75%)	Top Decile (90%)	Average	Median of Medians	3rd Highest Median	Low Quartile (25%)	Median (50%)	High Quartile (75%)	Average	
2013 Salary	45.0	52.0	60.8	70.0	53.6	52.3	74.9	41.9	44.2	46.9	44.1	82 of 97
2013 Cash Bonus	2.0	3.7	4.9	7.6	3.9	2.9	9.0	5.3	5.8	6.3	5.9	11 of 78
2013 Target Bonus % of 2013 Sal	5.0	5.0	10.0	10.0	7.1	6.0	15.0	10.0	10.0	10.0	10.0	9 of 38T
2013 Total Cash	47.5	55.7	64.2	73.7	57.0	54.9	75.5	47.4	50.3	53.4	50.0	67 of 97
2013 LT/Deferred Awards												
2013 Total Incentives	2.0	3.9	6.5	8.8	4.4	2.9	10.1	5.3	5.8	6.3	5.9	2
2013 Total Compensation	47.8	56.2	65.0	74.8	57.6	55.0	75.5	47.4	50.3	53.4	50.0	
2014 Salary	46.5	53.7	63.1	72.0	55.4	54.4	78.5	45.8	47.7	48.9	47.2	
2014 Target Bonus % of 2014 Sal	5.0	5.2	9.8	10.0	7.2	6.0	12.0	10.0	10.0	10.0	10.0	
2014 Target Total Cash	47.0	56.4	64.9	75.6	57.5	56.2	86.3	45.8	52.3	53.8	50.4	

2013 Total Cash			2013 Total Compensation			2014 Salary		
Range	Market	XYZ	Range	Market	XYZ	Range	Market	XYZ
150.0 & MORE			150.0 & MORE			150.0 & MORE		
125.0 - 149.9			125.0 - 149.9			125.0 - 149.9	1	
100.0 - 124.9	7		100.0 - 124.9	9		100.0 - 124.9	4	
90.0 - 99.9	17		90.0 - 99.9	20		90.0 - 99.9	17	
80.0 - 89.9	81		80.0 - 89.9	93		80.0 - 89.9	65	
70.0 - 79.9	248		70.0 - 79.9	256		70.0 - 79.9	227	
60.0 - 69.9	539	1	60.0 - 69.9	559	1	60.0 - 69.9	486	
50.0 - 59.9	772 Med	14 Med	50.0 - 59.9	745 Med	14 Med	50.0 - 59.9	801 Med	4
45.0 - 49.9	353	10	45.0 - 49.9	342	10	45.0 - 49.9	357	19 Med
40.0 - 44.9	297	3	40.0 - 44.9	307	3	40.0 - 44.9	347	
35.0 - 39.9	102		35.0 - 39.9	89		35.0 - 39.9	151	
30.0 - 34.9	17	1	30.0 - 34.9	17	1	30.0 - 34.9	13	
29.0 - 29.9	1		29.0 - 29.9			29.0 - 29.9	2	
28.0 - 28.9			28.0 - 28.9			28.0 - 28.9		
27.0 - 27.9	3		27.0 - 27.9			27.0 - 27.9	5	
26.0 - 26.9			26.0 - 26.9			26.0 - 26.9	1	
25.0 - 25.9			25.0 - 25.9			25.0 - 25.9	1	
24.0 - 24.9			24.0 - 24.9			24.0 - 24.9		
23.0 - 23.9			23.0 - 23.9			23.0 - 23.9		
22.0 - 22.9			22.0 - 22.9			22.0 - 22.9		
21.0 - 21.9			21.0 - 21.9			21.0 - 21.9		
20.0 - 20.9			20.0 - 20.9			20.0 - 20.9		
19.9 & LESS			19.9 & LESS			19.9 & LESS		
Total Incumbents	2438	20	2438	20		2478		20

Data Analysis	Market
% Salary Increase: Median (50%)	3.0
Average	3.8
Bonus: % of Eligible Staff	86.2
% Elig Staff Receiving	91.7
Total Incentive % of Sal Median (50%)	7.7
Bonus as % of Salary: Median (50%)	6.8
Average	7.5

* Data includes following position(s):
 BU CLDF
 BU PCDF
 BU PLDF
 BU SPDF
 BU WCDF

The data analysis box includes calculations for the market (and company, if applicable) on varying data elements.

The bottom-right corner shows all of the job codes included in the data for this page. If it is a roll-up, more than one job will be listed.

2014 NAMIC P&C Compensation Survey

Exhibit 2

The “scope” pages in the PDF binder contain the same total cash, total compensation, and current year salary market data from the basic pages along with scoped cuts of the data by position, location, direct written premium size, and company ownership type (i.e. stock or mutual).

The total number of companies and incumbents matched into each scoped job is listed on the right-hand side of the page.

2014 Property & Casualty Insurance - US (PCU)

FUNCTION: BU Underwriting
 POSITION: 00DF Intermediate Professional
 Desk Underwriting
 All Business Lines Combined

GROUP: All Participants
 CURRENCY: U.S. Dollars (\$000's)
 MARKET DATA: Excludes your organization's data.

CLIENT: XYZ
 CODE: XYZ

All jobs included in the roll-up are listed here. The base job is always first.

BU Underwriting

Intermediate Professional
 BU 00DF Dsk Underwrtng - All Lines
 BU CLDF Desk Underwriting - CL
 BU PCDF Desk Underwriting - P&C
 BU PLDF Desk Underwriting - PL
 BU SPDF Desk Underwriting - SP
 BU WCDF Desk Underwriting - WC

By Incumbent Region

Northeast
 Middle Atlantic
 Southeast
 Midwest
 Southwest
 Mountain Pacific

Direct Written Premium
 Less than \$250 Million
 \$250 to \$750 Million
 Over \$750 Million

By Firm Type

Stock
 Mutual

Scoped data (by region, direct written premium, and company type) will be provided below.

	2013 Total Cash			XYZ	2013 Total Compensation				2014 Salary			MARKET Total Comp. # of Firms/Incs.	
	MARKET				MARKET		MARKET		MARKET				
	Low Quartile (25%)	Median (50%)	High Quartile (75%)		Low Quartile (25%)	High Quartile (75%)	Low Quartile (25%)	High Quartile (75%)	Low Quartile (25%)	Median (50%)	High Quartile (75%)		
				Median (50%)			Median (50%)				Median (50%)		
BU Underwriting													
Intermediate Professional													
BU 00DF Dsk Underwrtng - All Lines	47.5	55.7	64.2	50.3	47.8	56.2	65.0	50.3	46.5	53.7	63.1	47.7	96 / 2438
BU CLDF Desk Underwriting - CL	50.9	58.0	66.1	-	51.5	58.7	68.2	-	49.5	55.4	64.7	-	52 / 1078
BU PCDF Desk Underwriting - P&C	46.4	52.5	61.9	46.4	46.5	52.7	62.3	46.4	45.6	51.4	60.6	43.4	28 / 576
BU PLDF Desk Underwriting - PL	43.8	49.4	58.5	-	43.9	49.5	59.1	-	42.0	48.1	55.4	-	45 / 489
BU SPDF Desk Underwriting - SP	47.6	57.6	65.2	-	47.6	57.9	65.2	-	45.7	56.3	67.3	-	11 / 102
BU WCDF Desk Underwriting - WC	55.5	63.0	70.1	52.5	55.6	63.5	70.1	52.5	54.9	63.6	68.3	48.4	17 / 193
By Incumbent Region													
Northeast	48.9	55.0	64.9	-	49.0	55.0	64.9	-	50.0	55.5	64.0	-	23 / 230
Middle Atlantic	53.6	62.0	71.7	-	53.6	63.5	72.5	-	53.5	60.9	70.4	-	23 / 170
Southeast	45.2	50.4	59.4	-	45.2	50.7	59.4	-	42.4	48.6	54.7	-	17 / 193
Midwest	44.7	53.9	62.7	46.4	44.8	55.2	63.7	46.4	42.7	51.0	60.3	43.4	42 / 959
Southwest	46.0	53.8	65.6	-	46.0	53.8	66.4	-	46.7	54.0	64.8	-	18 / 138
Mountain Pacific	49.1	55.2	63.0	52.5	49.2	56.0	63.9	52.5	46.6	54.4	63.6	48.4	21 / 262
Direct Written Premium													
Less than \$250 Million	43.4	52.0	61.6	-	43.4	52.3	61.6	-	44.5	51.5	60.3	-	39 / 263
\$250 to \$750 Million	47.9	54.8	64.6	50.3	48.1	55.0	65.0	50.3	48.0	54.3	63.4	47.7	30 / 569
Over \$750 Million	48.3	56.4	64.4	-	48.5	57.1	65.7	-	46.1	-	-	-	27 / 1606
By Firm Type													
Stock	52.4	59.4	67.9	-	53.0	60.7	69.4	-	52.4	-	-	-	24 / 927
Mutual	45.9	53.4	62.2	50.3	46.0	53.5	62.4	50.3	44.0	-	-	7.7	72 / 1511

The total number of incumbents and total number of companies matched to each scoped role is listed here.