

# 2024 NAMIC COMPENSATION SURVEY AND MODULE\*

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Powered by Aon's Radford McLagan Compensation Database

\*Formerly known as the NAMIC Property and Casualty Compensation Survey March 14, 2024



Before we begin our meeting, please keep in mind that numerous state and Federal laws absolutely prohibit the exchange of information among competitors regarding price, refusals to deal, or agreements to proceed in certain anticompetitive respects, and that no such exchange of this information is either sanctioned by NAMIC or will be permitted during our meeting. This is a very serious matter and your cooperation will be appreciated.

Although the McCarran-Ferguson Act has given a limited exemption to the insurance industry from certain otherwise prohibited activities, board members should realize that the exemption provided companies has definite limits and that NAMIC itself, as a trade association, has no such exemption. Activities, both in and out of the meeting room, are exempt only if they: a) involve the business of insurance; b) are regulated by state law; and c) do not constitute an agreement to boycott, coerce and/or intimidate or an act to further any of the three. Please note that legislative activities are protected by the 1st Amendment and are generally not subject to anti-trust laws.

Conviction for certain violations of the anti-trust laws (Sherman Act, Clayton Act, FTC Act and Robinson-Patman Act) often result in jail sentences, fines or both, even for first offenders who are otherwise leaders in their communities.

Beside discussions involving any possible insurance market boycott, coercion and/or intimidation, which are never protected under any circumstances, here are some practices which you should not initiate nor participate in as they may expose you, your company, and NAMIC to possible anti-trust investigation and/or prosecution by any state or the FTC or Justice Department. Discussing, sharing data or "signaling" with the purpose of agreeing to proceed in anticompetitive respects in any of the following areas: Price, profits, commission, credit, or other terms or conditions of any products to be offered for sale.

Reinsurance, salaries, or any other cost components and elements. Underwriting criteria with an eye toward standardizing.

A market division plan without a state law covering the plan, including discussions of type or products to be offered, customers to whom insurance products may be sold or the territories in which they may be sold. Rates, the stabilizing of rates, or future rate plans including actuarial projections.

"Fair" profit levels or developing "standards" for company operations. Keeping access to NAMIC membership unduly restrictive or denying unique services of NAMIC to nonmembers.

Matters that would adversely affect availability of insurance or services to the public.

Dealing or refusing to deal with certain customers or suppliers; business bidding practices; or dealings with any agency/ broker or other insurance market participant.

Current or future company marketplace reactions to legislation or regulations

If any of the above occurs, you should object, have your objection noted in the minutes of any meeting and, if the discussion or practice continues, leave the room. Further, the prohibitions apply to discussions in an informal or social setting, not just regularly scheduled meetings.

If you see any prohibited practices occurring in any NAMIC meeting or social event, please mention your concern to an officer of the Association.



## **TODAY'S PRESENTERS**





KARL MISCHENKO Associate Partner Aon McLagan



DREW ANDERSON Senior Consultant Aon McLagan

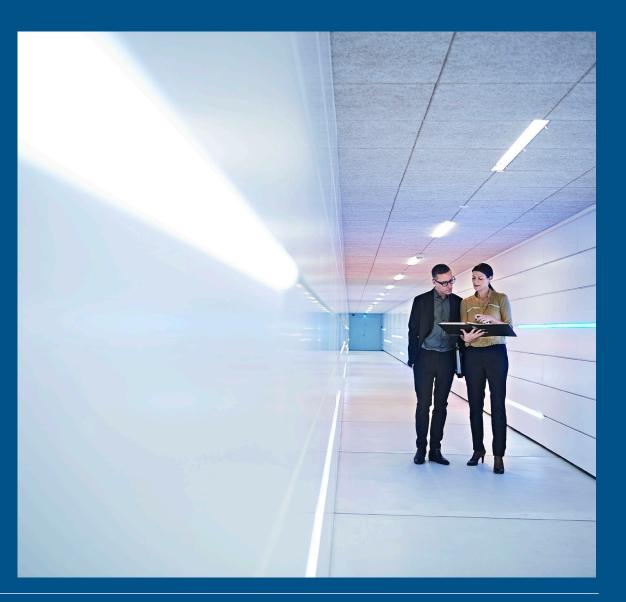


Abhijit Kulkarni Associate Consultant Aon McLagan



## AGENDA

- Human Capital Analytics (HCA)
- HCA Platform
- Radford McLagan Compensation Database (RMCD)
  - Job Modules
  - Job Architecture
  - Insurance Module Changes
  - HCA Global Leveling Approach
  - Data Collection & Publication
  - Report Output
- Products & Services
  - Aon Offerings Expertise, Advisory, & Resources
  - Market Practice Studies (MPS)
- Contact Details
- Questions





# ABOUT AON'S HUMAN CAPITAL ANALYTICS

NATIONAL ASSOCIATION OF MUTUAL INSURANCE COMPANIES



# HUMAN CAPITAL ANALYTICS (HCA)

The new platform, Human Capital Analytics, is a flexible and dynamic data analytics platform, powered by the Radford McLagan Compensation Database.



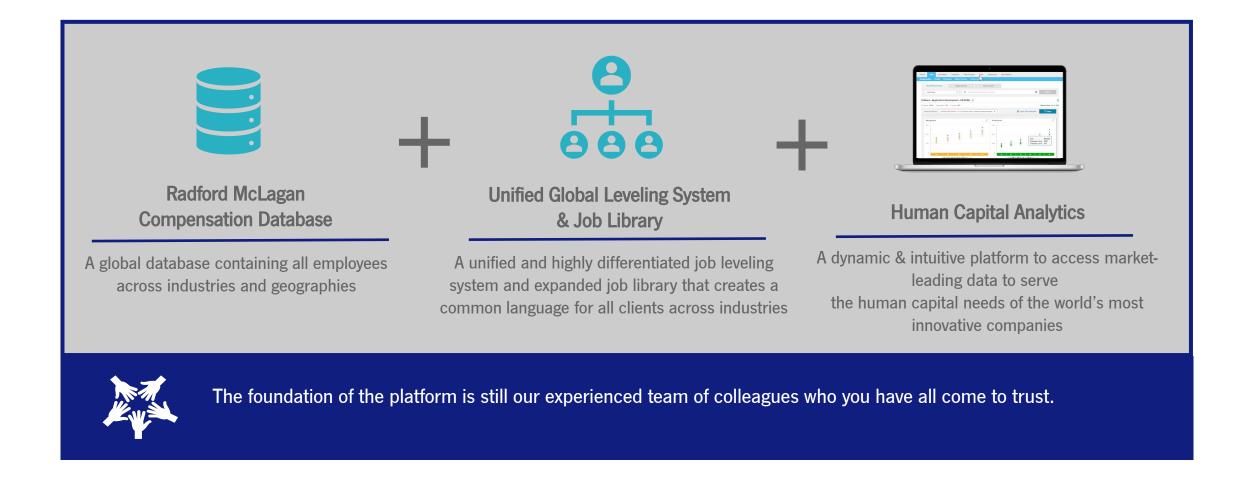


## **SUMMARY OF CHANGES FOR 2024**

• Same job structure conventions (Function & Area & Focus & Level) with some job code changes Job Architecture & • Maintained a specific financial services leveling track & methodology with 1 to 1 matching on the **Global Leveling Approach** existing structure. Enhanced Executive & Support approach Job name, code & data methodology updates for unified data collection **Data Collection &** • Industry specific pre-populated templates with year-on-year mapping to 2024 structure and relevant **Publication Schedule** data elements Report release(s) starting in August 2024 • A new platform called Human Capital Analytics with the ability to interact with the data replaces New Platform: McLagan Live Human Capital Analytics Familiar pre-generated results files and a data extract capability New features that allow clients to use our data in new and different ways



## THE HUMAN CAPITAL ANALYTICS PLATFORM





## **A CALENDAR OF KEY ACTIVATES**

We have developed a robust client support program with resources and training opportunities

2023	Oct	<ul> <li>HCA Overview Client Webinars</li> <li>2024 Job Structure &amp; YoY Mapping File Available</li> <li>Updates at client conferences / roundtables</li> </ul>	Human Capital Analytics (HCA) Knowledge Base
	Nov Dec	<ul> <li>Updates at client conferences / roundtables</li> <li>2024 HCA Job Catalogues</li> <li>Extract File Results Template for Clients</li> </ul>	
	Feb	<ul> <li>2024 Data Collection Launch</li> <li>Access to HCA platform</li> <li>Live Training series available</li> </ul>	Live Client Training Series
4	Mar – Jun	Data submission process support for the August publication	
2024	Jul	Outputs & Reports Live Training	Client Support
	Aug	Outputs & Reports Live Training     1st Radford McLagan Compensation Database Publication in HCA	Ticketing System
	Sep	Discuss publication results and HCA platform functionality	



# **RADFORD MCLAGAN COMPENSATION DATABASE**

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National Association of Mutual Insurance Companies



# **RADFORD MCLAGAN COMPENSATION DATABASE**

The Radford McLagan Compensation Database (RMCD) provides unmatched compensation data to serve as fuel for your innovation agenda – great ideas and products come to life when companies have the right people in the right roles at the right time. Our market-leading platform addresses this need head on and covers the following industries:

	Core Job Modules	Job Modules	Financial Services & Advisory Job Mod				
	Executive	Sales	Traditional Asset Management	Consumer Banking			
	Infrastructure	Life Sciences	Asset Management Sales	Mortgage Banking			
Technology Solutions		Media & Gaming	Hedge Funds	Corporate, Commercial & Specialty Lending			
	ore job modules consist of data across all industries. Access is	Retail & Hospitality	Private Equity	Global Markets			
	subject to job module and countries purchased.	Manufacturing	Real Estate	Investment Banking			
		Energy & Natural Resources	Alternative Credit & Leveraged Lending	Investor Services			
age includes the Insurance ture modules, limited to ta only. Additional market module and industry is dditional fee.		Business Process Outsourcing	Wealth Management	Insurance			
		Healthcare	Consulting & Professional Services	Commodities Trading & Marketing			

The NAMIC membership package includes the Insurance and/or Executive & Infrastructure modules, limited to Insurance Industry market data only. Additional market data outside of the Insurance module and industry is available for purchase at an additional fee.



# **CORE JOB MODULE CHANGES FOR 2024**

## **Core Job Modules**

Executive			
Industry-specific Exec. & Senior			
Mgmt. roles moving to Industry			
Job Modules			
Also see Executive Management			
Report*			

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- Corporate Infrastructure and firmwide leaderships roles moved from infrastructure surveys to the Executive module, captured only once
- Chief Officer is fixed at E6 for all companies with next level dependent on company size
- New executive jobs added into the structure

### Infrastructure

- Asset Management INF
- Mortgage Banking INF
- Insurance INF
- INF

- Overlap between the two structures required reorganization of the job code structure
- Increased job coverage, particularly for Control Functions
  - Unique financial services coverage e.g., Financial Services Operations roles remain

- - Technology Solutions\*PS jobs moving to CON
- Digital Solutions
- Financial Technology
- Powered by Radford (PBR)
- Detailed coverage for Engineering. IT infrastructure jobs are in the infrastructure module.
- Modernized the FS technology coverage and harmonized with the structure used by tech companies from the Radford platform.



## **LEGACY MCLAGAN PRODUCT MAPPING TO RMCD OFFERING**

Core Job Modules		Financial Services & Ad	visory Job Modules	
Executive • Executive Management • Corporate Functions Leadership	<ul> <li>Asset Management Sales</li> <li>Asset Management Sales</li> <li>Alternatives Leadership &amp; Sales</li> </ul>	Alternative Credit & Leveraged Lending <ul> <li>Alternative Credit</li> <li>Middle Market Leveraged Lending</li> </ul>	Wealth Management• Private Banking• Private Client Investment Management• Retail Brokerage	Insurance Insurance Brokerage Life Insurance Lloyd's Specialty Property & Casualty / General
Infrastructure <ul> <li>Asset Management INF</li> </ul>	Hedge Funds <ul> <li>Hedge Funds</li> <li>Proprietary Trading</li> </ul>	Mortgage Banking <ul> <li>Mortgage Banking</li> <li>Mortgage Servicing</li> </ul>	<ul> <li>Ultra-High Net Worth Private Banking</li> <li>Wealth Management Administration</li> </ul>	Insurance <ul> <li>Property &amp; Casualty / Specialty <ul> <li>Insurance</li> <li>Reinsurance</li> </ul> </li> </ul>
<ul> <li>Asset Management INF</li> <li>Mortgage Banking INF</li> <li>Insurance INF</li> <li>INF</li> </ul>	Private Equity <ul> <li>Private Equity</li> </ul>	Consumer Banking <ul> <li>Consumer Banking</li> <li>Credit Cards</li> </ul>	Investor Services <ul> <li>Investor Services</li> </ul>	Real Estate           • Commercial Real Estate           • Real Estate
Technology Solutions <ul> <li>Technology Survey</li> <li>Digital Solutions</li> <li>Financial Technology</li> <li>Powered by Radford (PBR)</li> </ul>	<ul> <li>Traditional Asset Management</li> <li>Asset Consulting</li> <li>Corporate Plan Sponsors</li> <li>Endowments &amp; Foundations</li> <li>Public Funds</li> <li>Retirement Plan Services</li> <li>Traditional Investment &amp; Leadership</li> </ul>	Corporate, Commercial & Specialty Lending Aviation Finance Commercial Banking Commercial Finance Equip Leasing & Finance Financial Guaranty & Rating Agency Merchant Services Transaction Banking	Global Markets <ul> <li>Equities</li> <li>Equity Research</li> <li>Fixed Income</li> <li>Fixed Income Research</li> </ul> Investment Banking <ul> <li>Investment Banking</li> </ul> Commodities Trading & Marketing <ul> <li>Commodities</li> </ul>	<ul> <li>Real Estate Financing</li> <li>Consulting &amp; Professional Services*</li> <li>Consulting &amp; Prof Services</li> <li>Consulting &amp; PS Exec</li> <li>Strategic Communications &amp; Marketing</li> <li>Recruiting Staffing &amp; Executive Search*</li> </ul>



## Insurance

- P&C General Insurance
- P&C Specialty Insurance
- Reinsurance
- Life Insurance
- Insurance Brokerage
- Lloyd's Specialty (UK)

• The 6 legacy McLagan Insurance surveys will be combined into one job module (Insurance) in the 2024 integration of the Radford Global Database with the McLagan Compensation Surveys.

**INSURANCE MODULE CHANGES FOR 2024** 

- Continued ability to match employees to the specific insurance verticals (P&C -General, Life, Reinsurance, etc.) during participation. The insurance vertical will now be a part of the job code methodology.
- The Insurance job module will have a reduced number of specific survey job codes in 2024, due to the separation of job and insurance business alignment.
  - Due to this change in job code structuring, clients will be required to provide an insurance business alignment designation for each employee submitted in the data collection template.
    - This change will not affect the level of granularity that has been provided historically in the McLagan Insurance Compensation Surveys.
      - No change in job / insurance business alignment reporting.
    - This will allow for specific line of business reporting, in addition to limiting insufficient data reporting across job codes.



## **INSURANCE BUSINESS ALIGNMENT**

Insurance Business Alignment Example

Legacy Insurance Survey Codes	New Insurance Survey Code	Insurance Business Alignment
INSGEN.IU.DECL – Desk Underwriting – Commercial Lines	IU.PCDE – P&C General - Desk Underwriting	Property & Casualty – Multi-Line (PCML)
INSGEN.IU.DECL – Desk Underwriting – Commercial Lines	IU.PCDE – P&C General - Desk Underwriting	Commercial Lines – Multi-Line (PCCL)
INSGEN.IU.DECL – Desk Underwriting – Commercial Lines	IU.PCDE – P&C General - Desk Underwriting	Commercial Lines - Auto (PCCA)
INSGEN.IU.DECL – Desk Underwriting – Commercial Lines	IU.PCDE – P&C General - Desk Underwriting	Commercial Lines - Property (PCCP)
INSGEN.IU.DECL – Desk Underwriting – Commercial Lines	IU.PCDE – P&C General - Desk Underwriting	Commercial Lines - Workers' Compensation (PCCW)

- Due to this change in job structuring, clients will be required to provide an insurance business alignment designation for each employee submitted in the data collection template.
  - A firm that matches an employee to Desk Underwriting that underwrites Commercial Property, Commercial Auto, & Workers' Compensation would use the code Commercial Lines Multi-Line (PCCL) for the insurance business alignment data element.
  - A firm that matches an employee to Desk Underwriting that <u>only</u> underwrites Commercial Property would use code Commercial Lines Property (PCCP) for the insurance business alignment data element.
  - A firm that matches an employee to Desk Underwriting that underwrites <u>both</u> Personal and Commercial Property would use code Property & Casualty Multi-Line (PCML) for the insurance business alignment data element.



## **INSURANCE BUSINESS ALIGNMENT**

- Firms will be required to complete the insurance business alignment data element for all employees matched to jobs in the Insurance Module.
  - Example: For an employee in a P&C General firm, who works within Commercial Lines Auto, the "PCCA" code would be used for Insurance Business Alignment.
  - If this employee aligns to both Commercial Auto and Commercial Property Insurance, this employee would be assigned to the "PCCL" code, Commercial Lines – Multi-Line code.
- Refer to the "Insurance Business Alignment" tab in the data collection template for information on:
  - Insurance Business Alignment Sector
  - Insurance Business Alignment Code
  - Business Alignment Name
  - Definition

## Insurance Business Alignment

### For Insurance Clients

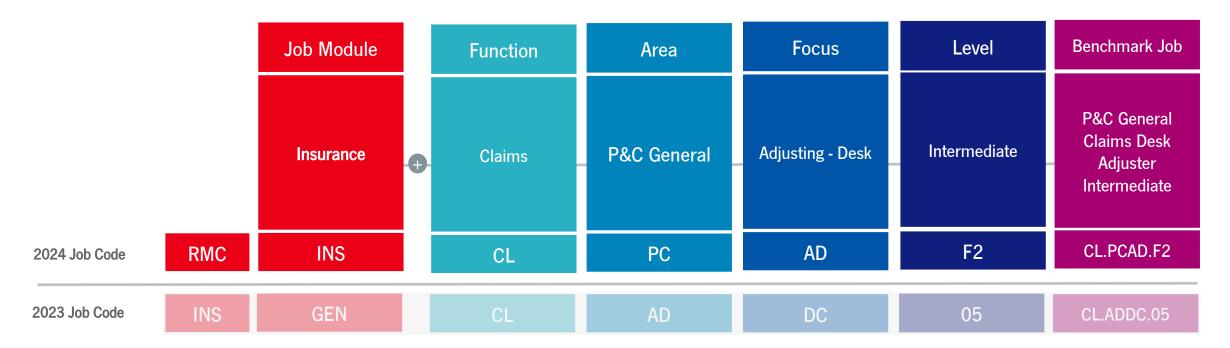
Enter the business alignment code and name that applies to each employee, select from the valid options and definitions on the Insurance Business Alignment tab.

PCCP



## RADFORD MCLAGAN COMPENSATION DATABASE | JOB ARCHITECTURE

In 2024, the core job attributes (Function, Area, Focus, Level) of the job architecture closely align with the current McLagan structure.



The above visual represents the job module and aligned core job attributes commonly referenced when identifying and matching roles. Clients who use HRIS or other third-party platforms will not experience job code syntax changes as the 16-character job code remains.



# **RMCD | OVERVIEW OF LEVEL CATEGORIES**

	All Modules		All Modules Excluding Financial Services				Financial Services & All Modules Advisory Modules <sup>1</sup>		All Modules		All Modules		All Modules		All Modules		All Modules		All Modules		Life Sciences Module		All Modules
	Executive	M	lanagement	Р	rofessional		ancial Services & Advisory¹		Roll-Up <sup>2</sup>		Support		Life Sciences Research <sup>3</sup>	Ао	n Career Level <sup>4</sup>								
E6	Executive 6													16	ACL 16								
E5	Executive 5													15	ACL 15								
E4	Executive 4													14	ACL 14								
E3	Executive 3													13	ACL 13								
E2	Executive 2													12	ACL 12								
E1	Executive 1											L11	Senior Fellow / Distinguished Fellow	11	ACL 11								
		M6	Senior Director	P7	Distinguished	F7	Managing Expert	R7	M6, P7, F7 Roll-Up			L10	Fellow	10	ACL 10								
		M5	Director	P6	Principal	F6	Senior Expert	R6	M5, P6, F6 Roll-Up			L9	Senior Principal	09	ACL 09								
		M4	Sr Manager	P5	Expert	F5	Expert	R5	M4, P5, F5 Roll-Up			L8	Principal	08	ACL 08								
		M3	Manager	P4	Advanced	F4	Advanced	R4	M3, P4, F4 Roll-Up			L7	Senior Scientist	07	ACL 07								
		M2	Sr Supervisor	P3	Career	F3	Experienced	R3	M2, P3, F3 Roll-Up			L6	Scientist II	06	ACL 06								
		M1	Supervisor	P2	Developing	F2	Intermediate	R2	M1, P2, F2 Roll-Up	S5	Specialist	L5	Scientist I	05	ACL 05								
				P1	Entry	F1	Entry	R1	P1, F1 Roll-Up	S4	Highly Skilled	L4	Advanced - Associate Scientist	04	ACL 04								
										S3	Senior	L3	Career - Senior Research Associate	03	ACL 03								
										S2	Intermediate	L2	Developing - Research Associate II	02	ACL 02								
										S1	Entry	L1	Entry - Research Associate I	01	ACL 01								



# **2024 RMCD DATA COLLECTION LAUNCH**

### Submit Pay Data

- 1. Navigate to 'Submit Pay Data' under the Participate Section.
- 2. Download the Data Collection Template
- 3. Review due date and status
- 4. Access digital resources and support mechanisms on the HCA Knowledge Base
- 5. Download RMCD support materials

	Insights ¥	Reports 🗸	Participate 🗸	Downloads	\$ (?)
Submit Pay Data					
Thank you for participating in the Radford Global Compensation Database. We require submissions to receive access to our industry leading data and insights.	all clients to submit accurate full-census data				
You can securely download the participation materials and submit your completed data provided a variety of support materials to help you with the database participation expe					
Data Input Form For returning clients, the data input form has been pre-populated with your employees from the last cycle. For new clients, a completed data input template form is mandatory to access the market data. Download Form	RGCD Participation Status Survey Status Submitted Due Date				
Participate – Securely Upload Files Please provide your completed data input template, data validation responses, or resubmission.	Mar 15, 2023     Contact Us				
Ensure you select the correct file template and database cycle year. File Type Year Image Initial Data Submission Image 2023	Digital Support				
O Data Validation Responses	Support Materials				
کی Drag & Drop to upload files or browse.	Job Matrix     Job Description				
Acceptable file types: .xts,.xts,.csx,zip File names should not contain parentheses or other special characters	Job Catalogue				
Browse	<u>RGCD Data Validation Report</u> <u>Report</u> <u>Report</u>				
	E randolpador adido				



# **SUBMITTING THE DATA COLLECTION TEMPLATE**



Submit Pay Data

Completed Data Collection and DVR files are submitted on the HCA Platform. From the home page, navigate to the "Participate" section and upload.

Participate – Securely Upload Files	Help! My file will not upload.					
Please provide your completed data collection template, data validation responses, or resubmission. Ensure you select the correct file template and database cycle year. File Type Initial Data Submission Data Validation Responses	Users may need to enter the file password to successfully upload their file. Select "Additional Details" to open the Password entry field.					
<u>£</u>	2024_RMCD_Data_Collection_Template_Global_PW					
Drag & Drop to upload files or browse. Acceptable file types: .xlsx,.xls,.csv,.zip File names should not contain parentheses or other special characters Browse	1.37 MB Additional Details ~ Password					
Upload Clear All						



# **ACCESSING PARTICIPATION SUPPORT ON HCA**

### Help Center

- 1. Through the Help Center icon, access more support resources
- 2. In the Help Center, access the Knowledge Base for live training webinars and recorded training videos
  - Registration is available by region, Click on the Live Webinars Link
  - Specific sessions with a focus on Financial Services and Executive job matching and data collection
  - Live and recorded tutorials available for industry specific data collection

elp Center			
Input Resources		🗏 Knowledge Base	
2023 2022		Access our archive of informational articles for everything relating to the HCA platform	(
Data Input Form	X YOY Job Code Mapping	orony anny rotating to the new platform	
Participation Guide	BGCD Data Validation Report	Search Articles	
Job Matrix	Pacific Job Code Mapping		
A Job Catalogue	2023 Job List and Descriptions		
Job Description		Support Ticket	
		If you need additional help, click here to	
Output Resources		submit a ticket and a support representative will get back to you	
Mapping of Survey Jobs to Roll-Up		Submit a Case	
Calculation Definitions	2	obbinit a Gusq	
Currency Conversion Rates			
Aging - Data Elements Categories			
Training Resources			
-			
Checkout our comprehensive list of live raining webinars.	e training webinars or our library of training videos and recorded		
Register for Live Webinars			
View Video Tutorials and Recorded We	le fan anne		



# **ACCESSING PARTICIPATION SUPPORT ON HCA**

### Aon Contacts

- 1. Through the User Settings icon, navigate to 'My Account'
  - In the Aon Contacts, the Client Success Manager is the assigned aftersales point of contact for the client.

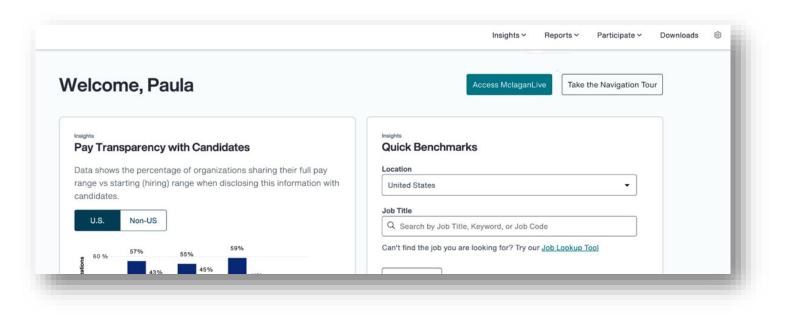
In legacy terms, the Radford Survey Consultant and the McLagan Global Data Relationship Manager/ Global Relationship Manager

Profile					
Personal Information					
Name Rosie Tolaini	Email Address rosie.tolaini2@aon.com				
Job Title REWARDS - LONDON	Location ID 11432				
Company Radford / Rewards Solutions (Internal)	Company ID 72				
Aon Contacts					
Name	Email Address	Role			
CLARISSA BENAVENTE	<u>cbenavente@aon.com</u>	Renewal Representative			
STEVE HOFFMANN	steve.hoffmann@aon.com	Sales Account Manager			
Market Study Support	MarketStudies@aon.com	Market Practices			
Billing Questions	invoices@radford.com	Billing			



# **2024 RMCD DATA COLLECTION LAUNCH**

- Legacy McLagan users will be set up with access to the HCA Platform and will have access to the Participate page, Knowledge Base, Job Matrix and Help Center page.
- The HCA Platform will be used for data collection until the first publication of 2024 data in August.
- You will be able to access prior year survey reports in McLaganLive using the access McLaganLive link, please save any historic reports by August 2024.





## **FULL CENSUS DATA**

• We require participants to submit their complete employee population ("full census"), irrespective of purchase decisions.



- Full population includes submitting all Executive data. Clients will not be able to access Executive market data without submitting these critical roles.
- We require clients to submit all regular employees with a valid job code and the corresponding compensation and demographic data. Clients should provide all employees in all countries which they operate irrespective of module and country purchasing decisions.
- Exclude outside consultants, contractors, temporary help, interns and co-op students.

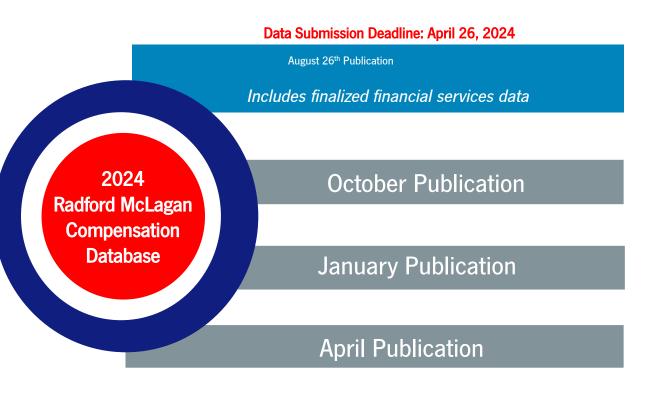


## **2024 HCA DATA COLLECTION & PUBLICATION SCHEDULE**

Full census and on-time data submissions will be more important than ever.

2024 Data Collection Templates & Materials will be available in February 2024 via the new platform, Human Capital Analytics

- Pre-populated templates with previously submitted data aligned to the new job modules and relevant industry & regional data elements
- Automated data checks at submission time for instant feedback to clients
- With the August publication, FS job module reports will be available in HCA
- Data for each company will only be refreshed once per cycle.
- Training and resources will be provided to clients beginning in February 2024.





# **REPORT OUTPUTS & SYSTEMS READINESS**

We recognize the value clients find our standard reporting and intend to create a similar experience in addition to unleashing a broader set of capabilities through the new platform, Human Capital Analytics.

## Key Enhancements

- Standard results generated outputs made available to clients without having to replicate legacy files in the HCA platform in a self-service way
- Sample template extract / output files available late Q4 2023
- In August, FS job module reports will be available in HCA
- We are working with the third-party data aggregators (MarketPay, Payfactors, Workday, etc.) to ready their systems to ingest our new outputs and data structures.
- We also have resources setup to help with the transition to the new platform and assist clients with running reports.



# **AON'S HUMAN CAPITAL PRODUCTS & SERVICES**



## **EXPERTISE WE OFFER**

### Managing People Risk and Wellbeing

Your people are your greatest asset and your great risk. Manage people risks so you can drive growth. Our holistic approach spans your organization and how you manage teams and empower individuals.

### **Future Skills and Talent Mobility**

Uncover what 'potential' means across skills, capability, mindset and experience in your organization and futureproof the workforce.

### Diversity, Equity & Inclusivity ----

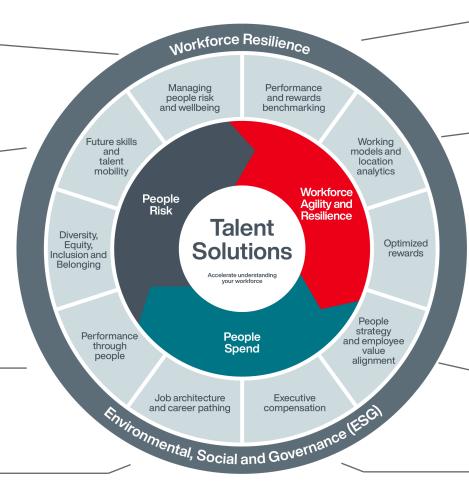
Get clear on the benefits of DE&I and how to develop a more equitable workforce. Communication of program and advantages to different stakeholder groups.

### **Performance Through People**

Understand how to identify talent, manage, pay and allocate resources to drive growth and realize efficiencies.

### Job Architecture and Career Pathing

Create career frameworks and a titling structure aligned to skills and rewards. Build transparency on career progression, assessment of potential and development of talent.



#### Performance and Rewards Benchmarking

Have your performance and total rewards benchmarking created by the industry leader. Combining sector focus, competitive analytics, and taxonomies make us the industry standard when it comes to rewards.

#### Working Models and Location Analytics

Understand the flexibility within the workforce and what environment (remote / hybrid / office) drives performance. Know where talent is and the different cost drivers that inform decisions about location (off / near / onshoring).

#### **Optimized Rewards**

How you pay, the mechanism you use, the measures you align pay to, and how you fund total rewards can be just as important as the amount. Align performance, incentive, governance and engagement with our leading rewards advisory practice.

### People Strategy and Employee Value Alignment

Align people strategy to the business strategy and gain clarity and focus on execution. Ensure benefits are communicated consistently to stakeholders.

### **Executive Compensation**

Manage a broader set of stakeholders and their respective requirements. Independent advice on how boards are measured, paid and the behaviors and risks they should be focused on.



## **AON TALENT SOLUTION CAPABILITIES**

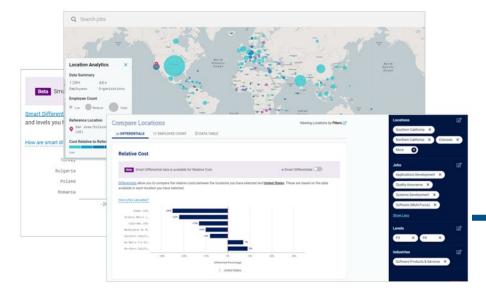
Aon can provide clients with ad-hoc / customized analyses throughout the year. Associated fees for analyses are dependent upon the scope and requirements of the specific request / engagement. Specific services can be tailored at the time of request based upon business strategy or specific needs. Potential services can include, but are not limited to:



Nearly 2,000 colleagues across the globe addressing workforce challenges



## **ADDITIONAL ANALYTICS AVAILABLE**



#### Talent Intelligence Refine your prediction Talent Intelligence ← Back To All Talent Intelligence provides insights powered by Aon's AI rewards engine Q. Search Industry Job Title Location All Technology Q. Machine Learning Engine Q. Hamburg Metro ( ) Asset Manager Banking Compensation Typ Salary 2 Communication Community Services/Go Construction/Engineerin Machine Learning Engineering Consumer Goods -lob Categor O Diversified Energy & Infrastructu Professiona O Downstream Oil & Gas C E-commerce Job Leve Gaming, Entertainment & Media () Hardware Predicted Pay O Hospitality 54.000 Industrial Manufacturing Range: 48,000 - 62,000 () Insurance Integrated Oil & Ga

### **Location Analytics**

With remote and flexible working models on the rise, we've designed our new global Location Analytics feature to compare compensation levels across a group of locations, pinpoint talent availability globally and gain insights into emerging markets.

### **Talent Intelligence**

By harnessing the power of machine learning through our Pay Inference engine, Talent Intelligence examines the correlations between roles, locations, levels, and reported salaries in the Radford McLagan Compensation Database and predicts pay based on the patterns and relationships.



## **THANK YOU!**



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### Let NAMIC be your indispensable partner in data:

Benchmarking	9
Board Compensation The nature of mutuality presents various challenges and opportunities when determining board compensation levels for insurance companies. Learn more >	Compensation Survey & Module The ability to understand your competitive pay market is key to ensuring that your company's pay is aligned with performance. Learn more
Executive Pay Practices Extensive data regarding organizational structure, compensation planning, incentive compensation design, and additional benefits offered to executives Learn more >	Investment Benchmarking The senior management and board of a property/casualty company have the duty to systematically review and approve the investment objectives, strategies, and performance of the property/casualty company.

## https://www.namic.org/products/benchmarking

# **MORE NAMIC RESOURCES**

Newly available to a wider audience this year, the NAMIC Board Compensation Survey is designed to help mutual insurance company leaders benchmark director pay structures and board practices with companies similar in size as well as with the industry as a whole.

### THIS REPORT BENCHMARKS:

- Total annual compensation
- Annual retainer compensation
- Meeting fees
- Committee fees
- Board chair compensation
- Long-term incentive targets
- Board evaluation processes
- Mandatory retirement age policies
- Term limit policies

This report is provided as a benefit of membership. However, submission of board compensation data for next year's report is required.









# APPENDIX



## INSURANCE BUSINESS ALIGNMENT SECTOR: P&C / GENERAL INSURANCE

Insurance Business Alignment Code	Insurance Business Alignment Name	Insurance Business Alignment Definition
PCML	Property & Casualty - Multi-Line	The Property & Casualty line of business covers activities related to both personal and commercial insurance products that cover tangibly owned objects, such as a car or home, in addition to liability coverage for accidents. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within Property & Casualty / General Insurance.
PCCL	Commercial Lines - Multi-Line	The Commercial Lines line of business covers activities related to products that protect against the financial losses related to commercial property and casualty insurance coverage. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within commercial lines.
PCCA	Commercial Lines - Auto	The Commercial Lines - Auto line of business covers activates related to products that protect against financial losses and liability in the event of an accident or theft of automobiles.
PCCM	Commercial Lines - Medical	The Commercial Lines - Medical line of business covers activities related to products that cover the financial costs associated with doctors' and specialists' fees whilst a patient at a hospital.
PCCP	Commercial Lines - Property	The Commercial Lines - Property line of business covers activities related to products that protect against the financial loss to the owner or renter of a structure and its contents in the event of damage or theft.
PCCW	Commercial Lines - Workers' Compensation	The Commercial Lines - Workers' Compensation line of business covers activities related to products that provide wage replacement and medical benefits to employees injured in the course of work, in exchange for the employee waiving the right to sue their employer for negligence.
PCPL	Personal Lines - Multi-Line	The Personal Lines line of business covers activities related to products that protect against the financial losses to individuals, including personal auto, homeowners, and umbrella. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within personal lines.
РСРА	Personal Lines - Auto	The Auto line of business covers activates related to products that protect against financial losses and liability in the event of an accident or theft of automobiles.
РСРР	Personal Lines - Property	The Personal Lines - Property line of business covers activities related to products that protect against the financial loss to the owner or renter of a structure and its contents in the event of damage or theft.



## INSURANCE BUSINESS ALIGNMENT SECTOR: P&C SPECIALTY

Insurance Business Alignment Code	Insurance Business Alignment Name	Insurance Business Alignment Definition
SPML	P&C Specialty - Multi-Line	The P&C Specialty Insurance line of business covers activities related to policies that are written for products that are not typically covered under a standard insurance policy. Specialty insurance includes higher risk products, such as marine and energy, as well as liability coverage. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within P&C Specialty.
SPAH	Accident & Health	The Accident & Health line of business covers activities related to products that protect against financial losses and consequences of unexpected medical bills due to treatment of illness, injury, or disability of the insured.
SPAV	Aviation	The Aviation line of business covers activities related to products that protect against the financial losses and risks involved in operating an aircraft, liability for passenger injuries, and environmental and third-party damage caused by aircraft accidents.
SPCA	Casualty	The Casualty line of business covers activities related to products that protect against the financial losses caused by injuries to persons and legal liability imposed on the insured for such injury or for damage to property of others.
SPCR	Crop / Agricultural	The Crop / Agricultural line of business covers activates related to products that protect farmers against financial losses against production loss caused by natural perils, such as drought, excessive moisture, hail, frost, wind and wildlife.
SPCY	Cyber	The Cyber Line of business covers activities related to products that provides financial protection for a business' liability for a data breach involving sensitive customer information, such as social security numbers, credit card numbers, account numbers, driver's license numbers, and health records.
SPEN	Environmental	The Environmental line of business covers the activities related to products that protect against financial losses or damages resulting from unexpected releases of pollutants typically excluded in general liability and property insurance policies.
SPFI	FinPro	The FinPro Line of business covers the activities related to products that protects companies, management, employees, advisors, and funds against financial losses in the event of common claims such as negligence, misrepresentation, and inaccurate advice.
SPMA	Marine	The Marine line of business covers activities related to products covering the financial losses or damages of ships, cargo, terminals, and any transport or cargo by which the property is transferred, acquired, or held between the points of origin and the final destination.
SPME	Marine & Energy	The Marine & Energy line of business covers activities related to products covering the financial losses or labilities of Marine and Energy business operations.
SPMP	Medical Products Liability	The Medical Products Liability line of business covers activities related to products that protect against the liability for damages caused by a defective medical product.
SPPP	Property	The Property line of business covers activities related to products that protect against the financial loss to the owner or renter of a structure and its contents in the event of damage or theft.
SPSC	Surety, Credit, & Political Risk	The Surety, Credit, & Political Risk line of business covers activities related to products that protect against financial losses and liabilities covered under Surety, Credit, & Political Risk policies.
SPTR	Transportation	The Transportation line of business covers activities related to products that protects against the financial losses during the transportation of goods. This includes shipping, intermodal, and trucking lease transactions.
SPUM	Umbrella / Excess Casualty	The Umbrella / Excess Casualty line of business covers activities related to products that cover claims exceeding the limits stipulated by the underlying policy's terms, while also providing broader coverage including losses outside of those outlined within the initial policy.
SPWH	Wholesale	The Wholesale line of business covers activities specializing in centralized origination of mortgage products through a network of mortgage brokers. Typically oversees relationships with an existing book of mortgage brokers rather than creating new relationships.
SPWK	Workers' Compensation	The Workers' Compensation line of business covers activities related to products that provide wage replacement and medical benefits to employees injured in the course of work, in exchange for the employee waiving the right to sue their employer for negligence.



## **INSURANCE BUSINESS ALIGNMENT SECTOR: LIFE INSURANCE**

Insurance Business Alignment Code	Insurance Business Alignment Name	Insurance Business Alignment Definition
LIML	Life & Annuity - Multi-Line	The Life & Annuity line of business covers activities related to products that provide both Life Insurance and Annuity offerings to policy holders. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within Life Insurance.
ULF	Life Insurance - Multi-Line	The Life Insurance line of business covers activities related to group and individual products that protect against the financial loss of an unexpected death of the insured. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within Life Insurance.
LILG	Life - Group Products	The Life Insurance - Group Products line of business covers activities related to multiple insurance products offered by an employer, union, or association to its members. May include life, health, and/or other types of personal insurance products.
Ш	Life - Individual Products	The Life Insurance - Individual Products line of business covers activities related to multiple insurance products offering that are purchased individually or on a family basis. May include life, health, and/or other types of personal insurance products.
LIAN	Annuity - Multi-Line	The Annuity line of business covers activities related to group and individual investment products that can provide a guaranteed income for individuals throughout their retirement. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple Annuity lines of business and products within Life Insurance.
LIAG	Annuity - Group Products	The Annuity - Group Products line of business covers activities related to multiple insurance products offered by an employer, union, or association to its members. May include life, health, and/or other types of personal insurance products.
LIAI	Annuity - Individual Products	The Annuity - Individual Products line of business covers activities related to multiple insurance products offering that are purchased individually or on a family basis. May include life, health, and/or other types of personal insurance products.
LICP	Capital	The Capital line of business cover activates related to the responsibility for advising and assessing the performance and profitability of key business lines.
LIGH	Group Health - Multi-Line	The Group Health line of business cover activities related to group health insurance plans offered by an employer, union, or association to its member to cover partial or all health care expenses of the insured. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple Group Health lines of business and products.
LIGD	Group Health - Disability	The Group Health - Disability line of business covers activities related to the individual products that protect against the financial losses in in the event that a policyholder is prevented from working and earning an income due to a disability.
LIGT	Group Health - Long-Term Care	The Group Health - Long-term care line of business covers activities related to financial coverage that provides nursing-home care, home-health care, and personal or adult daycare for individuals with a chronic or disabling condition
ШН	Individual Health - Multi-Line	The Individual Health line of business cover activities related to individual health insurance plans to cover partial or all health care expenses of the insured. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple Individual Health lines of business and products.
LIID	Individual Health - Disability	The Individual Health - Disability line of business covers activities related to the individual products that protect against the financial losses in in the event that a policyholder is prevented from working and earning an income due to a disability.
LIIL	Individual Health - Long-Term Care	The Individual Health - Long-term care line of business covers activities related to financial coverage that provides nursing-home care, home-health care, and personal or adult daycare for individuals with a chronic or disabling condition



## INSURANCE BUSINESS ALIGNMENT SECTOR: REINSURANCE

Insurance Business Alignment Code	Insurance Business Alignment Name	Insurance Business Alignment Definition
RIML	Reinsurance - Multi-Line	The Reinsurance line of business covers activities related to arrangements made between an insurance company and a third party (e.g., the reinsurer) to protect the insurance company from losses. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within Reinsurance.
RICB	Credit & Bond & Surety	The Credit Bond & Surety line of business covers activates related to products that protect against financial losses suffered by the insured as a consequence of insolvency of the debtor.
RICG	Crop / Agricultural	The Crop / Agricultural line of business covers activates related to products that protect farmers against financial losses against production loss caused by natural perils, such as drought, excessive moisture, hail, frost, wind and wildlife.
RIGC	General Casualty	The General Casualty line of business covers activities related to reinsurance products that protect against the financial losses caused by injuries to persons and legal liability imposed on the insured for such injury or for damage to property of others.
RIMN	Marine	The Marine line of business covers activities related to products covering the financial losses or damages of ships, cargo, terminals, and any transport or cargo by which the property is transferred, acquired, or held between the points of origin and the final destination.
RIPF	Professional Liability	The Professional liability line of business covers activities related to products that protect against financial losses or liability, when employees make mistakes in the professional services they've provided to customers or clients.
RIPT	Property	The Property line of business covers activities related to products that protect against the financial loss to the owner or renter of a structure and its contents in the event of damage or theft.
RIWP	Workers' Compensation	The Workers' Compensation line of business covers activities related to products that provide wage replacement and medical benefits to employees injured in the course of work, in exchange for the employee waiving the right to sue their employer for negligence.



## **INSURANCE BUSINESS ALIGNMENT SECTOR: INSURANCE BROKERAGE**

Insurance Business Alignment Code	Insurance Business Alignment Name	Insurance Business Alignment Definition
BRML	Insurance Brokerage - Multi-Line	Insurance Brokerage line of business covers activities related to an intermediary who represents the insured rather than the insurer. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple lines of business and products within Insurance Brokerage.
BRCL	Commercial Lines - Multi-Line	The Commercial Lines line of business covers activities related to products that protect against the financial losses related to commercial property and casualty insurance coverage. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple commercial lines of business and products within Insurance Brokerage.
BRCA	Commercial Lines - Auto	The Commercial Lines - Auto line of business covers activates related to products that protect against financial losses and liability in the event of an accident or theft of automobiles.
BRCP	Commercial Lines - Property	The Commercial Lines - Property line of business covers activities related to products that protect against the financial loss to the owner or renter of a structure and its contents in the event of damage or theft.
BREB	Employee Benefits	The Employee Benefits line of business covers activities focused of the primary selling and/or supporting the sale of group benefit programs (e.g., group health, group disability, etc.) to employer and/or affinity group sponsors.
BRPL	Personal Lines - Multi-Line	The Personal Lines line of business covers activities related to products that protect against the financial losses to individuals related to personal property and casualty insurance coverage, including personal auto, homeowners, and umbrella. The Multi-Line line of business covers activities and products not already outlined in the survey methodology, or if the individual works across multiple personal lines of business and products within Insurance Brokerage.
BRPA	Personal Lines - Auto	The Personal Lines - Auto line of business covers activates related to products that protect against financial losses and liability in the event of an accident or theft of automobiles.
BRPH	Personal Lines - High Net Worth	The Personal Lines - High Net Worth line of business covers activities related to Insurance Coverages to High Net Worth Individuals. High Net Worth Personal Lines products actively market to the High Net Worth Community, as opposed to largely relying on referrals from other lines.
BRPP	Personal Lines - Property	The Personal Lines - Property line of business covers activities related to products that protect against the financial loss to the owner or renter of a structure and its contents in the event of damage or theft.