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DECEMBER 2016

SPECIAL REPORT

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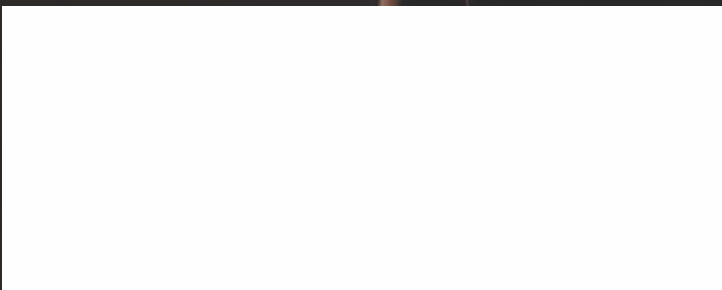
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in 2016

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MENTAL HEALTH ON THE LINE

First responders with PTSD
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COVER STORY

High-profile attacks, such as the mass shooting at Pulse nightclub in Florida earlier this year, have put a spotlight on the mental strain that police and other first responders endure as part of their jobs. While pressure grows to provide workers compensation benefits to first responders with post traumatic stress disorder, questions remain over how to determine whether the PTSD is work-related and who pays for the coverage. **PAGE 22**

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2016 WOMEN TO WATCH

As the recognition program reaches its 11th year, meet the 25 outstanding honorees who have been selected as *Business Insurance* Women to Watch for 2016 and read about their career stories and achievements. **PAGE 32**

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RISK MANAGEMENT

President-elect Trump's pick for the Supreme Court could have a big effect on business-related rulings. **PAGE 4**

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Enforcement of safety rules is expected to take on a new complexion with the incoming administration. **PAGE 10**

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Mexico's insurance market is growing rapidly but still faces economic challenges. **PAGE 14**



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Leigh Ann Pusey of the American Insurance Association discusses what the election results will mean for insurers. **PAGE 18**

SPECIAL REPORT

RISK MANAGEMENT SCHOOLS

See which schools made the 2016 ranking of the top risk management and insurance colleges; results from our exclusive survey of millennials working in the insurance sector shows the degrees they obtained and the majors they pursued; plus insights into what employers look for when they are recruiting graduates looking to start a career in the risk management and insurance field. **PAGE 20**



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Trump pick could set tone of Supreme Court

BY JUDY GREENWALD

jgreenwald@businessinsurance.com

Employers are likely to find a U.S. Supreme Court that is more amenable to their interests with the naming of an appointee by President-elect Donald Trump to the vacant ninth spot on the high court, experts say.

Important employment-related issues that could be headed to the high court include the permissibility of class action waivers in employment arbitration agreements (see related story).

Mr. Trump's inauguration next month also could end the backlog of other federal judicial appointments because he may not face the same opposition to appointments that President Barack Obama did, given that Republicans control the Senate.

But the biggest decision will be who will take the open ninth spot on the Supreme Court.

The list of 21 potential Supreme Court nominees that Mr. Trump floated as a candidate during the campaign "were quite well-regarded justices. I have no reason to believe" he will not select someone from that list, said Frank C. Morris Jr., a member of law firm Epstein Becker & Green P.C. in Washington.

A new justice would be expected to reflect a different judicial philosophy. "The Obama administration governed through executive order and regulation," said Michael J. Lotito, co-chair of Littler Mendelson P.C.'s Workplace Policy Institute in San Francisco.

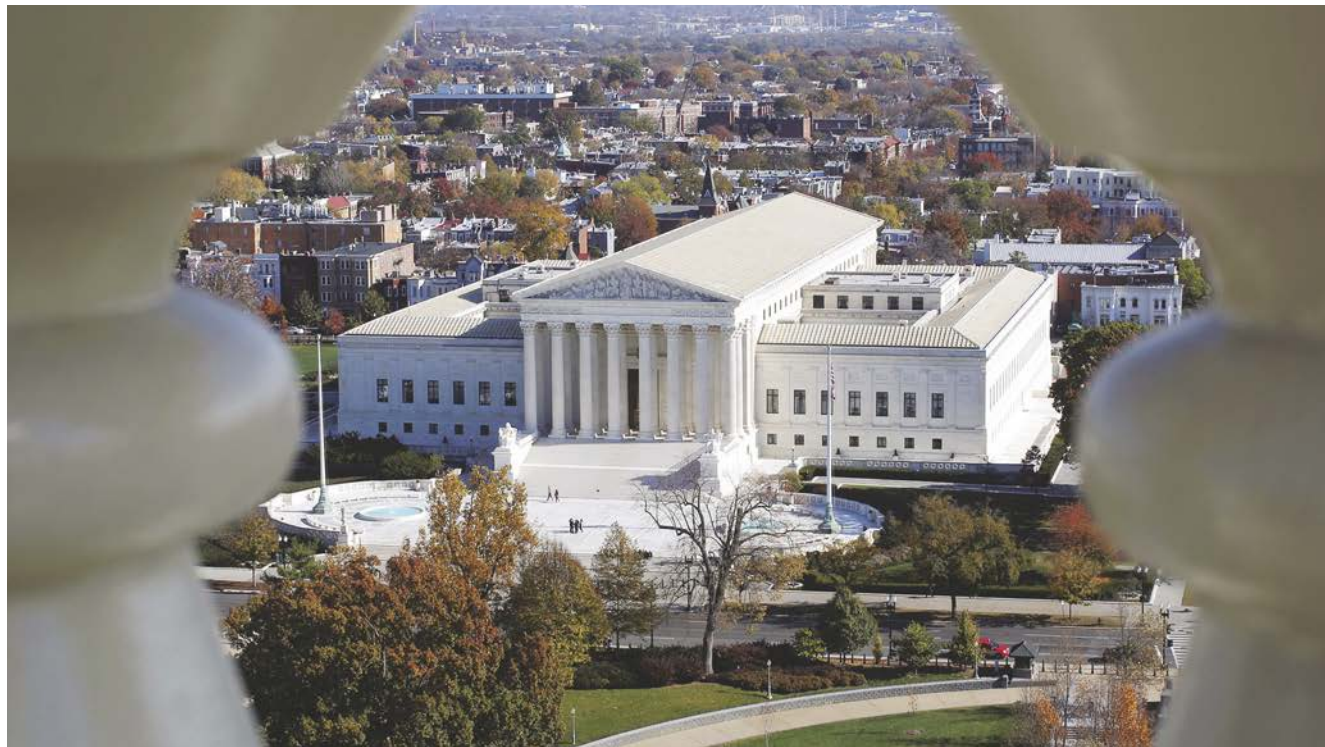
"Mr. Trump is going to be able to select someone who, I think, is going to be much more aware of the importance of separation of power," he said.

Employers should "just imagine that Justice Scalia was still alive," in speculating how the court will act with a Trump appointee, said Richard B. Cohen, an attorney with FisherBroyles L.L.P. in New York.

"More likely than not, the nominee is going to be the ilk of Scalia, who will look at statutes and interpret them narrowly rather than broadly," said Gerald L. Maatman Jr., a partner with Seyfarth Shaw L.L.P. in Chicago.

But there may still be surprises in store. There is a history of Supreme Court justices ruling in ways that would have been unexpected of them at the time of their appointments. Justice David Souter, for example, was named to the court by Republican President George H. W. Bush but joined its more liberal wing.

And while Justice Scalia was conservative, he did write the 1998 *Oncale v. Sundowner Offshore Services Inc.* ruling, which held same-sex harassment was unlaw-



REUTERS

Important employment-related issues that could be headed to the high court once President-elect Donald Trump names an appointee to its vacant ninth spot include the permissibility of class action waivers in employment arbitration agreements.

EMPLOYMENT CASES EXPECTED TO REACH COURT'S DOCKET

One issue a fully staffed nine-member U.S. Supreme Court is likely to consider is employment arbitration agreements' use of class action waivers, which are designed to prevent workers from filing such lawsuits.

There is a circuit court split on the issue, which is generally considered a prerequisite for Supreme Court consideration. While the 7th and 9th U.S. Circuit Courts of Appeal ruled the agreements violate the National Labor Relations Act, the 2nd, 5th and 8th held the Federal Arbitration Act allows for class action waivers, said Kristen E.

Michaels, a partner with McDermott Will & Emery L.L.P. in Chicago.

Other potential issues that could be considered by a high court that is expected to be more conservative with a Trump appointee include the scope of Title VII of the Civil Rights Act of 1964, the concept of joint employers, immigration, retaliation and wage-and-hour litigation.

Recently, the court has apparently been reluctant to accept blockbuster cases, perhaps because the justices did not want to risk a 4-4 ruling, "or they were trying to send a signal to the

Senate (that) 'We want a ninth justice before we take on anything big,'" said Richard R. Meneghello, a partner with Fisher & Phillips L.L.P. in Portland, Oregon.

In addition, with a full contingent the Supreme Court might revisit some of those cases that had a 4-4 ruling, such as its June ruling in *Friedrich v. California Teachers Association*, which focused on the issue of mandatory union fees, said Christina A. Stoneburner, a partner with Fox Rothschild L.L.P. in Roseland, New Jersey.

Judy Greenwald

ful under Title VII of the Civil Rights Act of 1964.

Not everything the court will issue may necessarily be "employer friendly," said Eric B. Meyer, a partner with Dilworth Paxson L.L.P. in Philadelphia.

Another issue is potential retirements among the eight judges still on the court, say experts. Justice Ruth Bader Ginsburg, for instance, is 83, and Justice Stephen Breyer is 78. Both are on the liberal wing of the court. Justice Anthony Kennedy, who often casts the deciding vote between the liberal and conservative wings, is 80.

There is the issue of "who remains on the court in terms of older justices deciding whether or not to call it a career or hang on, and how that influences their horse trading with other justices in terms of trying to find common ground," said Mr. Maatman.

The court will potentially either soften its stances or become more polarized "depending on who the first nominee is and when or if they get approved," he said.

There are vacancies elsewhere because the Senate "has really made it a habit to block liberal appointments," said Richard R. Meneghello, a partner with Fisher

& Phillips L.L.P. in Portland, Oregon. "Those are the kind of changes that are subtle and silent, but have huge implications for years to come," he said.

According to the U.S. judicial system's website, there are 103 vacancies on federal courts, including 13 on U.S. Courts of Appeal and 81 on U.S. District Courts.

In addition to the U.S. Supreme Court vacancy, there are two on the U.S. Court of International Trade and six on the U.S. Court of Federal Claims.

Nominees are pending in 59 cases, or more than half, including the Supreme Court.

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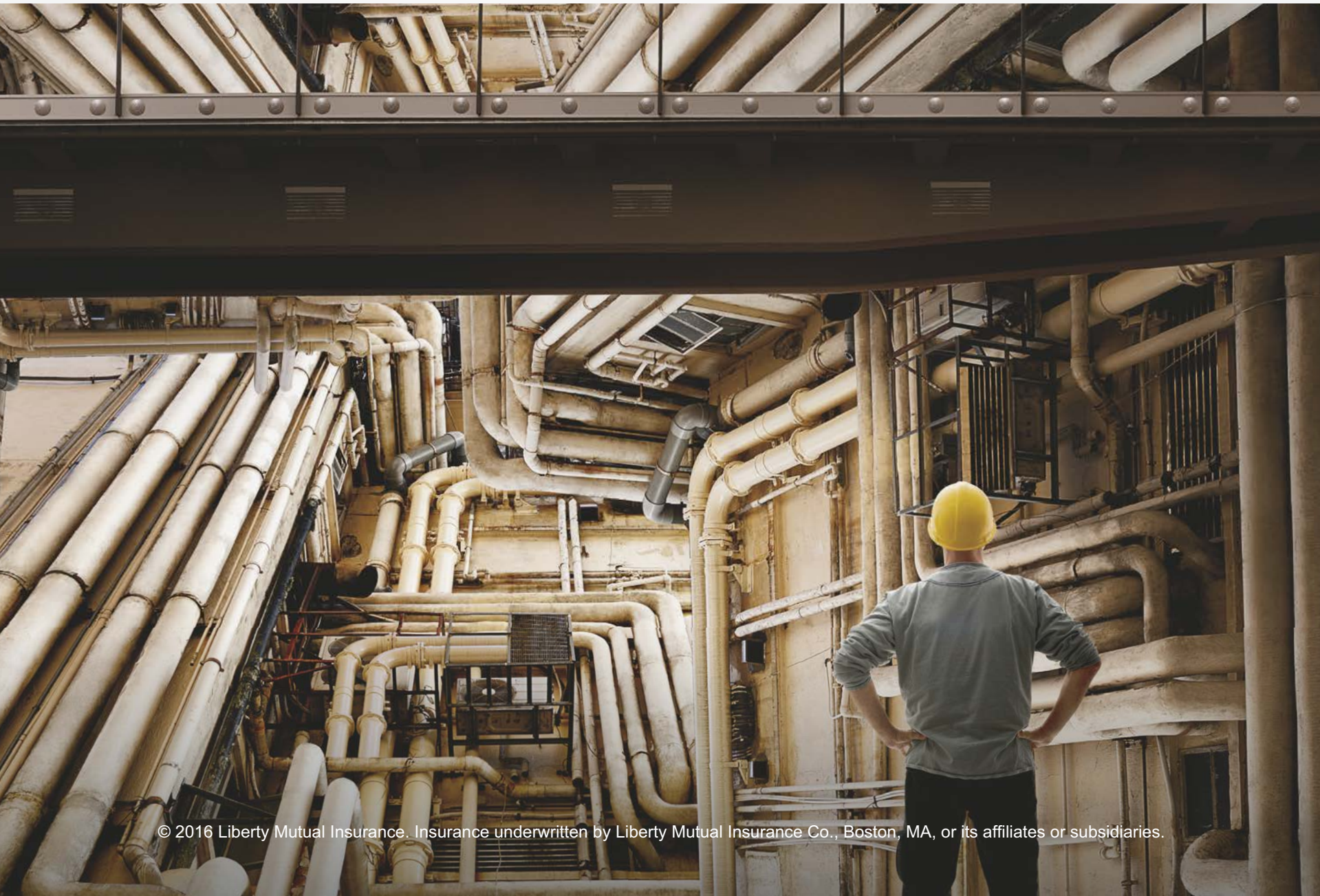
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Federal pushback on noncompetes may abate with new administration

BY JUDY GREENWALD

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Employers should proceed cautiously in requiring employees to sign noncompete agreements, despite the likely absence of any pressure on this issue emerging from the incoming Trump administration.

To avoid potential problems, experts advise employers to fashion any noncompete agreements as narrowly as possible, both in terms of geography and duration.

The term “noncompete agreements” is often used, somewhat inaccurately, as a catchall phrase to loosely refer to all types of restrictive covenants — not only those that forbid moving to a competitor, but also those that seek to prevent former employees from soliciting their former employers’ clients or colleagues.

While experts disagree as to the extent of recent increases in the use of noncompete agreements, it is often an issue among insurance brokers because of the business’ heavy reliance on personal relationships (see related story).

On Oct. 24, the Obama administration called on states to reduce noncompete agreements’ impact with a “State Call to Action on Non-Compete Agreements,” which said noncompetes affect 30 million workers, or about one in five. It said states that strictly enforce noncompete agreements have lower wage growth and lower mobility than those that do not.

This followed a report critical of noncompetes that was issued by the White House in May, which in turn cited a March U.S. Treasury Department report on the issue.

But whatever influence the Obama administration may have otherwise had on the issue has likely largely dissipated with

Hillary Clinton’s election loss.

“A Trump administration will not maintain the Obama administration’s very clear hostility toward noncompetes,” said Christopher P. Stief, regional managing partner with Fisher & Phillips L.L.P. in Philadelphia.

Employers, though, must still be alert to state laws on the issue. These vary widely, with California at one end with strict laws limiting their use, and Florida at the other with legislation designed to make restrictive

We are “seeing more consideration from a company perspective as to whether they really want to be using a noncompete or not, especially if they’re really not going to enforce it.”

Dabney D. Ware,
Foley & Lardner L.L.P.

covenants easier to enforce, he said.

“When well-crafted and used correctly, they do a great job” of protecting firms from the theft of important trade secrets and confidential information, said Mary Goodrich Nix, a partner with Holland & Knight L.L.P. in Dallas.

But, we are “seeing more consideration from a company perspective as to whether they really want to be using a noncompete or not, especially if they’re really not going to enforce it,” said Dabney D. Ware, of counsel at Foley & Lardner L.L.P. in Jacksonville, Florida.

One issue that has arisen in regard to non-

competes is their use with low-salaried or hourly workers. In June, Champaign, Illinois-based Jimmy Johns Franchise L.L.C. agreed to stop distributing sample noncompete agreements in hiring packets it sent to its franchisees after New York Attorney General Eric T. Schneiderman said they were unlawful.

Some experts believe it makes little sense for low-wage workers to sign these agreements.

“They’re legally unenforceable anyway in most states. You have to have some real proprietary information to enforce one,” said Patrick J. Keating, a partner with Roberts, McGivney Zagotta L.L.C. in Chicago.

However, “I don’t think that you can have a bright line rule banning noncompetes for a job category,” said Jeffrey A. Lehrer, a partner with FordHarrison L.L.P. in Spartanburg, South Carolina.

An hourly restaurant worker, for instance, could have “significant confidential information about recipes and processes,” Mr. Lehrer said.

Experts recommend noncompetes be tailored as narrowly as possible. Do not say to employees, “I’m going to have you under a noncompete for 10 years, and it’s going to cover the entire planet,” said J. William Manuel, a partner with Bradley Arant Boult Cummings L.L.P. in Jackson, Mississippi.

“Draft agreements that are reasonable in scope and in time. In other words, the best advice is to not overreach,” said Thomas E. Wallerstein, a partner with Venable L.L.P. in San Francisco.

“Employers should draft noncompete and other restrictive covenant agreements narrowly to address their legitimate business interests,” said Clifford R. Atlas, a principal with Jackson Lewis P.C. in New York.

BROKERS TRY TO PROTECT CLIENT RELATIONSHIPS

Noncompete agreements are commonly used by insurance brokers because the business is so relationship-driven, which is a key focus of many of these agreements, experts say.

“It’s very reasonable to restrict those brokers from soliciting the clients that they brought in while using the company resources, and the company’s basically paying them,” said Jeffrey A. Lehrer, a partner with FordHarrison L.L.P. in Spartanburg, South Carolina.

“A lot of times where people get into trouble with noncompetes agreements is where they also take confidential information of their employers,” be it a client list, client preferences, pricing or other information, said Leiza Dolgih, a shareholder with Godwin Bowman & Martinez in Dallas. “That’s what will usually cause a lawsuit.”

In October, Daytona Beach, Florida-based broker Brown & Brown Inc. obtained a temporary injunction against its Lake Mary, Florida-based rival AssuredPartners Inc., which had hired several of its former employees

A state judge ruled that employment agreements prohibiting their move to a rival for two years after they left Brown & Brown were “valid and enforceable.”

The temporary injunction prohibits the defendants from “further breaching the restrictive covenants” and calls for the defendants to divest themselves of former Brown & Brown customers, unless doing so would cause the customers themselves harm.

Other brokers that have been involved in noncompete litigation include Jardine Lloyd Thompson Group P.L.C., Willis Towers Watson P.L.C. and Aon P.L.C.

Judy Greenwald



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Awareness key in active shooter prevention

BY ROB LENIHAN

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Jared Cano had a plan. In 2011, Mr. Cano, then 17, laid out a strategy to detonate bombs at Freedom High School in New Tampa, Florida, and then shoot teachers and students in an attack that he had hoped would surpass the school shooting at Columbine High School in 1999.

"I plan to just walk into the parking lot and just shoot anyone there," Mr. Cano said in a cellphone video posted online.

Mr. Cano never carried out the attack. Police arrested him, and in December 2015 he was sentenced to 15 years in prison for threatening and attempting to discharge a destructive device.

Mr. Cano's case is an example of how employers and organizations must "instill awareness" of potential threats to prevent violent scenarios, said Sean Ahrens, practice leader at consulting firm Jensen Hughes Inc. in Chicago.

Mr. Ahrens and other experts say prevention is a crucial component in protecting people from active shooter situations and other types of violence. However, they say many companies tend to focus on dealing with such scenarios when they're in progress or during the aftermath.

"It's a multidisciplinary problem, so there are multiple people that become involved with managing this type of incident," Mr. Ahrens said. "Everyone has a specific role in preventing something from occurring, and I think that arguably that's what we should be thinking about: prevention."

Active shooter or active assailant incidents have been making headlines in recent years with the 2012 Sandy Hook Elementary School shooting in Sandy Hook, Connecticut, and, more recently, the mass shooting at Pulse nightclub in Orlando, Florida, in June.

An FBI report released in 2013 said there were 160 active shooter incidents in the United States between 2000 and 2013, with an average of 6.4 incidents occurring in the first seven years studied and an average of 16.4 occurring in the last seven years studied. Seventy percent of these incidents occurred in either a business or educational setting, the FBI study said.

Anthony Mangeri, director of strategic relations for fire services and emergency services with the American Public University System in Charles Town, West Virginia, warned "risk is everywhere" when it comes to people who could potentially become violent.

"We're not just talking terrorists," he said. "We're talking about disgruntled employees, previous employees, people

who have temporary restraining orders against themselves or others who are suspected of wanting to do ... harm."

"What you're getting is a lot of copycatting ... where one tactic is working and having high impact" in terms of violent scenarios, said Julian Davies, head of consulting, risk services with S-RM Intelligence & Risk Consulting in London. "You're starting to see blurred lines between sole perpetrators, criminals, terrorists. This is quite an interesting and unsettling development, whereas perhaps in the past it was easier to draw distinct lines between those very different threat actors."

Ben Tucker, head of U.S. terrorism and political violence at XL Group Ltd. in New York, said a lot crisis management that he sees does not plan for preventing violence.

Companies have "broad policy guidelines," he said, "but the very basic question I ask clients when I'm working with them is, 'Can you pick up your plan and use it as a guideline step-by-step to make something happen?' And a lot of times the

answer is no."

The U.S. Department of Homeland Security's guidelines on active shooters state that human resource departments should conduct effective screening and background checks when hiring employees, create a system for reporting signs of potentially violent behavior and make counseling services available to employees to prevent employees becoming violent.

Mr. Mangeri also suggests that companies create concrete plans for preventing and dealing with violence.

"The risk management side of business has to start addressing this as a concern," Mr. Mangeri said.

"Training, in my opinion, is one of the most important things in an insurance and business environment, even if you have an hour conversation with your staff," he said. "Sit down and have an hour safety brief with your staff that includes workplace violence. Then document it, document it, document it."

If the session isn't written down, he said, "it didn't happen."



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ACTIVE SHOOTERS

Number of incidents by year

- 17 incidents in 2013
- 20 incidents in 2014;
- 20 incidents in 2015.

Final outcomes for active shooters, 2014-2015

- 16 shooters committed suicide
- 14 shooters killed by police
- 12 shooters apprehended

Casualties

- 92 killed and 139 wounded (excluding the shooters).
- 4 law enforcement officers killed and 10 wounded in 6 incidents.
- 3 unarmed security guards wounded.

Source: Federal Bureau of Investigation

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Trump administration may thwart OSHA rules

BY GLORIA GONZALEZ

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The election of Donald Trump will likely lead to changes in strategy at the U.S. Occupational Safety and Health Administration that would be welcomed by many employers.

Employers and their representatives have complained about OSHA's "aggressive" regulatory agenda under President Barack Obama, but they now envision an about-face toward a more collaborative approach once President-elect Trump takes office.

The agency has adopted "more of an enforcement mentality" under Obama's administration compared with President George W. Bush's, which was more engaged in collaborative partnerships with employers through OSHA's Voluntary Protection Program and other initiatives, said Patricia Ogden, partner in Barnes & Thornburg L.L.P.'s Indianapolis office.

"It was not as adversarial as it has recently evolved" into, she said.

That more contentious relationship was reflected in OSHA's regulation-by-public-shaming approach, including its practice of issuing press releases about citations and proposed fines against employers before the appeals process is complete — a practice that could be in jeopardy, replaced by collaborative initiatives such as VPP, said Travis Vance, of counsel in the Charlotte, North Carolina, office of Fisher & Phillips L.L.P.

"I think (Mr. Trump) is going to concentrate more on the consultation side ... as opposed to being heavy on the enforcement side," he said. "You might still see (a press release) in a significant case, but I don't think you're going to see as many press releases from fed OSHA."

Several of OSHA's recently issued and controversial regulations are likely to be reversed once Mr. Trump takes office, if he follows through on campaign pledges to revoke unnecessary regulations, experts say.

The OSHA rule that could be an immediate target for reversal is OSHA's electronic record-keeping rule, which would require certain employers to electronically submit injury and illness data that they are already required to record on their on-site OSHA Injury and Illness forms — scheduled to take effect Jan. 1. Employers object to the planned publicizing of these reports and OSHA's stated resistance to blanket post-accident drug testing policies and employee incentive programs, as outlined in the rule and recently issued guidance.

The agency's silica rule, published in March, could also be vulnerable because opponents have argued in litigation challenging the rule that OSHA ignored concerns about the technological and economic feasibility of lowering the maximum exposure limits. The rule would reduce the permissible exposure limits for crystalline silica for both construction and general industry employees, requiring some employers to measure the amount of silica workers are exposed to and use dust controls and respirators to protect them from and limit their exposure to silica.

"Silica will be a prime candidate considering the controversy it's generated among business," said John Martin, a Washington-based shareholder with Ogletree, Deakins, Nash, Smoak & Stewart P.C. "I think the new electronic record-keeping rule will get pulled back, if not entirely, then I think they will use the power of interpretation and letters of interpretation to scale it back tremendously. Because that rule and its anti-retaliation provisions are



REUTERS

Employers and their representatives have complained about OSHA's "aggressive" regulatory agenda under President Barack Obama, but they now envision an about-face toward a more collaborative approach once President-elect Donald Trump takes office.

conservatives' classic definition of a non-sense regulation, I wouldn't be surprised if they actually moved forward with some provision to withdraw that regulation."

The Trump administration could push back the effective date of both rules while it pursues an official rule-making process to reverse them, he said. In the case of the electronic record-keeping rule, it also could reinterpret the OSHA guidance to deem blanket post-incident drug testing and employee incentive programs, such as raffles and pizza parties aimed at rewarding employees for no reported injuries and illnesses within a certain time period, as generally permissible, Mr. Martin said.

Experts do not see a total abdication of OSHA's regulatory responsibilities, with standards governing hazard communica-

tion and lockout/tagout requirements to prevent unexpected machinery startups or release of hazardous energy likely safe.

"Absolutely there are regulations that are necessary," Ms. Ogden said. "Nobody in this field would say differently."

Margaret Seminario, director of safety and health at the AFL-CIO in Washington, said reversing both the electronic record-keeping and silica rules would not be easy, particularly since both are outside of the Congressional Review Act window (see related story) and would have to undergo a formal rule-making process to be revoked. "You just can't wave a magic wand and they go away," she said. "None of these (rules) were done on a whim. We will certainly be doing everything we can to defend these rules."

OBSCURE LAW COULD BE ACE IN THE HOLE FOR TRUMP



The Congressional Review Act gives the legislature 60 legislative days to disapprove of a regulation, but it is rarely invoked because it requires either presidential approval to enact a resolution of disapproval or a two-thirds supermajority vote in both houses to overcome a presidential veto.

President-elect Donald Trump and the Republican Congress could turn to a little-used law to undo safety regulations pushed through by the Obama administration — and what little precedent they have to follow is in their favor.

The Congressional Review Act has only been successfully used once to undo a federal agency regulation. The agency it was used against: the U.S. Occupational Safety and Health Administration. In 2001, President George W. Bush and Congress used the 1996 law to derail OSHA's efforts to regulate ergonomics via a formal standard.

The act gives the legislature 60 legislative days to disapprove of a regulation, but it is rarely invoked because it requires either

presidential approval to enact a resolution of disapproval or a two-thirds supermajority vote in both houses to overcome a presidential veto.

The incoming Republican-led Congress, with the support of the new president, could revoke any standards President Barack Obama's administration tries to cram in before the clock runs out — and OSHA's proposed rule clarifying that employers have a continuing obligation to maintain injury and illness records could be a prime candidate, experts said.

The proposed rule, currently under final review by the White House Office of Management and Budget, was issued in response to the U.S. Court of Appeals for

the District of Columbia Circuit's 2012 decision in *AKM L.L.C., dba Volks Constructors v. Secretary of Labor*, which slapped down the agency's attempt to cite and fine Volks for failing to properly record certain workplace injuries and maintain its injury log more than six months after the last unrecorded injury occurred.

"It's subject to the Congressional Review Act, so that would be a quick and easy way to kill it, and I think that would be a target because that's a blatant attempt to circumvent a court ruling," said John Martin, a Washington-based shareholder with Ogletree, Deakins, Nash, Smoak & Stewart P.C.

Gloria Gonzalez

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Medical pot wave raises comp concerns

BY LOUISE ESOLA

lesola@businessinsurance.com

Workers compensation experts are calling for more research into medical marijuana after four more states approved its use for medicinal purposes, and one state is aiming to approve it as a treatment for opioid abuse.

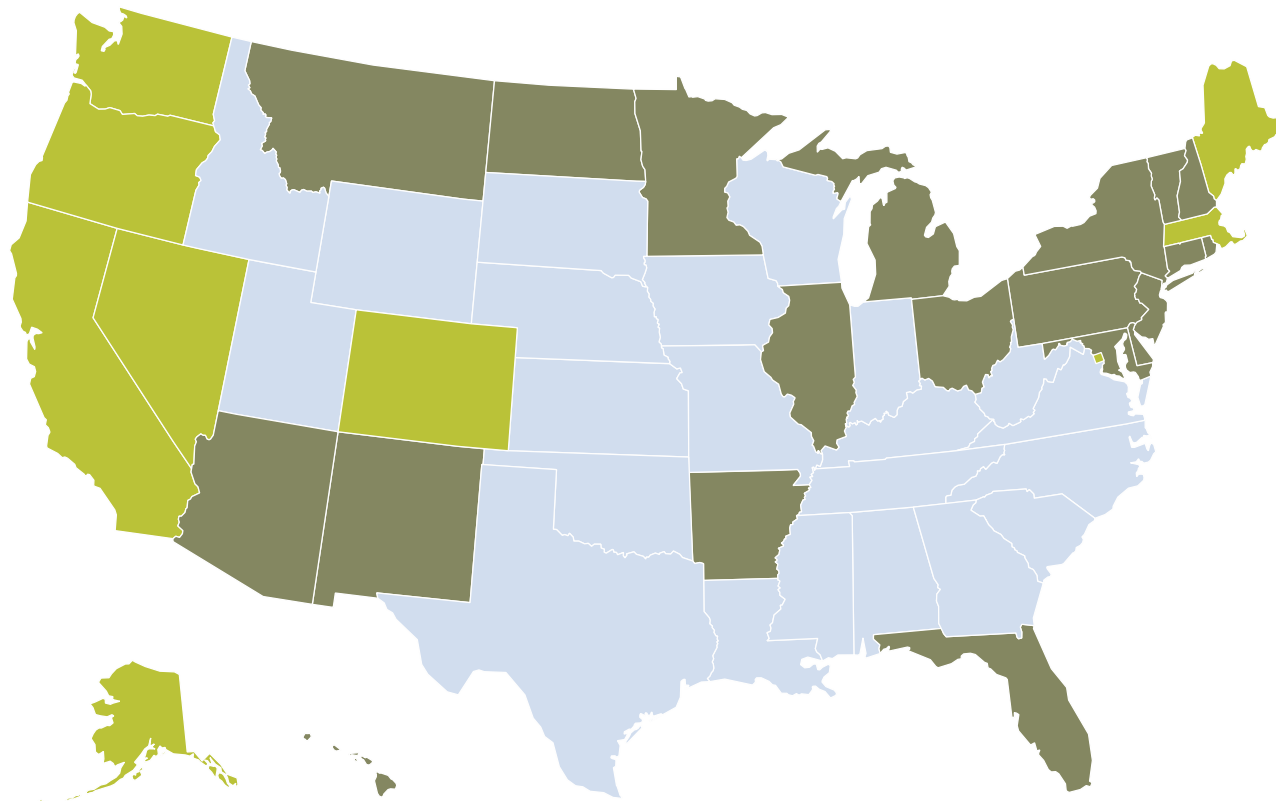
“The (workers comp) industry is looking for good solutions,” said Greg McKenna, Itasca, Illinois-based vice president and counsel of governmental affairs at Gallagher Bassett Services Inc. “If there are viable solutions ... and reasonable treatment methods for the overutilization of opioids, that’s good.”

Mr. McKenna and others in the comp industry argue that evidence of marijuana’s medicinal benefits is anecdotal rather than evidence-based.

But that hasn’t stopped a trend of states approving the use of medical marijuana. More than half of all states now allow cannabis to be used for medicinal purposes after voters in Arkansas, Florida, Montana and North Dakota passed medical marijuana initiatives last month.

New Mexico, which approved medical marijuana in 2007, has gone a step further by trying to allow medical marijuana to be used in place of addictive opioids for pain management. A state advisory board for the New Mexico Health Department voted 5-1 last month to add “opiate use disorder” to a list of conditions that qualify for medical marijuana. The state health department is expected to vote on the recommendation.

The recommendation follows New Mexico’s decision in January to require



States and jurisdictions that permit medical marijuana

- | | |
|-------------|---------------|
| Arizona | Montana |
| Arkansas | New Hampshire |
| Connecticut | New Jersey |
| Delaware | New Mexico |
| Florida | New York |
| Hawaii | North Dakota |
| Illinois | Ohio |
| Maryland | Pennsylvania |
| Michigan | Rhode Island |
| Minnesota | Vermont |

States and jurisdictions that permit medical marijuana and where recreational marijuana is also legal

- | | |
|---------------|-----------------|
| Alaska | Nevada |
| California | Oregon |
| Colorado | Washington |
| Maine | Washington D.C. |
| Massachusetts | |

employers and insurers to reimburse injured workers for medical marijuana under the state’s health care provider fee schedule.

Mark Pew, senior vice president at Prium, a Duluth Georgia-based medical cost management firm, said he believes there are not enough studies to prove marijuana’s effectiveness in pain management.

The idea of marijuana replacing opioids for pain treatment “is an argument that I have heard repeatedly in a variety of states from a variety of people over the past several years,” Mr. Pew said, noting that marijuana is still illegal under federal law.

Dr. Teresa Bartlett, Troy, Michigan-based senior vice president of medical quality at Sedgwick Claims Management Services Inc., said that soon could change.

She said there are “minimal studies” about marijuana’s medical efficacy because the U.S. Food and Drug administration still classifies it as a Schedule I substance, like cocaine and heroin.

If the FDA loosens its restrictions on marijuana, that could open the doors for much-needed research, Dr. Bartlett said.

“Marijuana isn’t a dangerous drug like the other Schedule I drugs ... but that was part of the premise to get the (federal government) to remove it so there can be studies,” she said.

Mr. Pew said more research would help workers comp claim payers and managers

Pew. “That’s what makes the subject of marijuana complex. The science isn’t one way or another.”

Dr. Bartlett said uncertainty about whether the benefits of medical marijuana can be proven is troubling for workers comp experts and claim payers.

“You are passing all these laws ... and telling payers they have to pay for the drugs and there really isn’t the evidence,” she said. “We like to have medical evidence to substantiate treatment.”

Jeffrey Adelson, Santa Ana, California-based general counsel and managing partner for law firm Adelson, Testan, Brundo, Novell & Jimenez, thinks there is a future for medical marijuana in workers comp if states can provide enough oversight.

For instance, he notes that the New Mexico health department would oversee production and distribution of medical marijuana for injured workers.

“When you have that kind of regulation, I think an employer should be accepting of it,” Mr. Adelson said.

Mr. Pew noted that some major groups seem open to the idea of using medical marijuana for injured workers, pointing to an announcement last month from the National Football League Players Association that the players’ union will study medical marijuana as a pain-management tool for players.



The idea of marijuana replacing opioids for pain treatment “is an argument that I have heard repeatedly in a variety of states from a variety of people over the past several years.”

Mark Pew, Prium



20%

Construction firms are 20% more likely than other industries to underestimate how much they should be paying in workers comp premiums.

Drawing the line between employees and contractors

BY JOYCE FAMAKINWA

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Workers compensation experts say employee misclassification continues to be a problem for insurers, but add there are steps employers can take to make sure they don't mistakenly misclassify their workers.

Worker misclassification typically happens when employers classify workers as independent contractors rather than as employees who would be eligible for workers comp and other employee benefits. Employers can avoid purchasing workers comp coverage for those workers by listing them as contractors, thereby falsely reducing their overall workers comp premiums.

"From the carrier side, our concern is making sure we are collecting premium for the risk we are covering," said Mark Walls, Chicago-based vice president of communications and strategic analysis for Safety National Casualty Corp. "If someone is classified as an independent contractor, we are going to want to see those certificates

of insurance proving that they are covered. We also need to make sure they clearly pass as an independent contractor."

Mr. Walls was speaking at the International Risk Management Institute Inc.'s Construction Risk Conference in Orlando, Florida, last month. Other experts at the

conference and in interviews also expressed concern about misclassification.

More than \$22 billion in payroll is misclassified each year, said Bret Shroyer, Minneapolis-based vice president of services at Valen Analytics, which provides analytics and predictive modeling for the insurance industry.

Those misclassified wages translate into \$1.2 billion in annual workers comp premiums that insurers aren't collecting, or about 2.5% of overall comp premiums each year, Mr. Shroyer said. He adds that the statistic is based on workers comp policies that have been audited, and that the degree of misclassification on all policies that haven't been audited in detail is unknown.

For companies that are found to have misclassified workers in a policy audit, insurers "face the risk of policyholders not paying the additional premium due post-audit," among other risks, Mr. Shroyer said.

Experts say employee misclassification is most prevalent in the construction industry. According to Mr. Shroyer, construction firms are 20% more likely than other industries to underestimate how much they should be paying in workers comp premiums.

Sonja Guenther, Denver-based vice president and workers compensation specialist at financial services firm IMA Financial Group Inc., said misclassification can happen when it's unclear when workers are considered employees and when they are considered independent contractors. She said the distinction usually lies in whether a company has control over how a worker performs their job and "how substantially you have documented that control."

"From a litigation standpoint, here is how you get in trouble. You want to maintain control, so you call the person an independent contractor, but then you oversee their work every day," said James E. Pocius, Moosic, Pennsylvania-based shareholder and workers comp defense attorney at law firm Marshall Dennehey Warner Coleman & Goggin P.C.

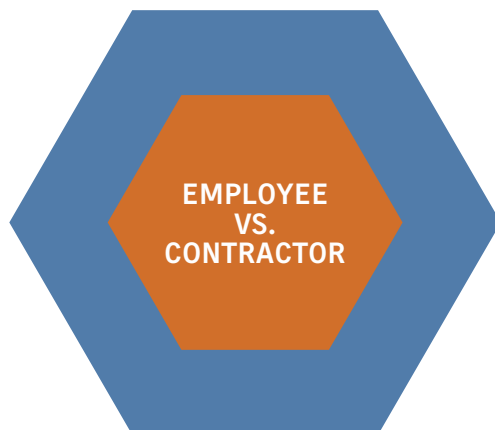
"The more control you exert, the better chance there is that the person is not an independent contractor," Mr. Pocius added.

In addition to employer control over a person's work, the Fair Labor Standards Act says that other factors can classify a worker as an employee instead of a contractor (see box).

To prevent mistakes in how workers are classified, employers should make sure they understand and follow state laws regarding the issue, Ms. Guenther said. She added that one of the best defenses for employers is requiring independent contractors to carry their own workers comp policies when they sign a contract to perform work.

If a contractor claims to hold workers comp coverage, Mr. Walls said employers should request to see the contractor's insurance certificate directly from their broker, rather than having it provided by the worker.

"That's another aspect of the fraud. People will either forge the papers or cancel the policy after they provide you with the certificate. When you get the certificate from the broker, it reduces the opportunities for fraud," Mr. Walls said.



The U.S. Department of Labor uses a six-point standard to determine whether a worker is an employee or a contractor under the Fair Labor Standards Act.

1. Is the work performed integral to the employer's business?
2. Do the worker's managerial skills affect his or her opportunity for profit and loss?
3. Has the worker invested in company facilities and equipment other than tools required to perform the work?
4. Does the worker have independent business judgment, and does he or she compete with others in order to work?
5. How permanent is the worker's role with the company?
6. How much control does the employer have over the worker, including pay, work hours and how the work is performed?

Source: U.S. Department of Labor

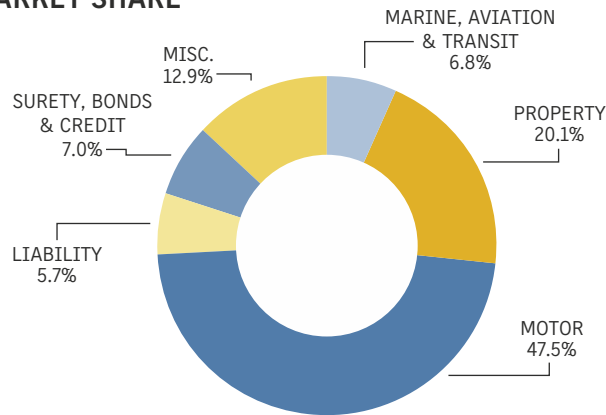
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18

GLOBAL
P/C MARKET
RANKING

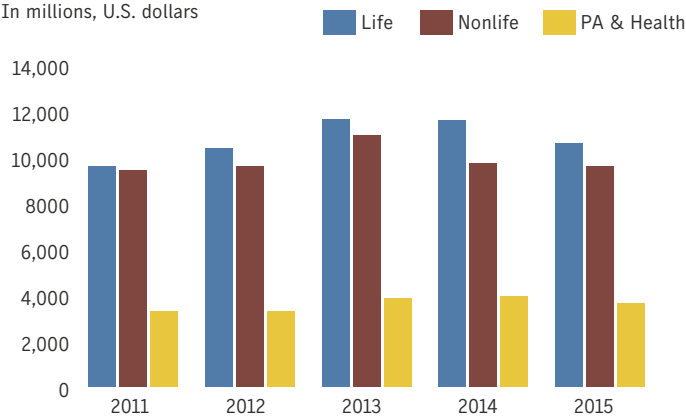
There are currently well over 100 insurance institutions in the Mexican market, including one state-owned insurer, one mutual insurer and three reinsurers. The path of Hurricane Patricia, which struck Mexico in October 2015 as a Category 5 hurricane, could have been much worse than it eventually proved. It caused economic damage, mainly to the agricultural sector, estimated at \$410 million. Insured losses were estimated at around \$100 million. Despite the hurricane losses of 2014 and 2015, property premium rates still fell and continue to fall, with fire rates in 2016 reportedly 30% below those in 2015.

MARKET SHARE



MARKET GROWTH

In millions, U.S. dollars



Source: Axco Global Statistics/Industry Associations and Regulatory Bodies

COMPULSORY INSURANCE

Various lines of insurance are compulsory, including:

- Third-party personal injury and property damage for vehicles using federal roads
- Third-party liability for fishing vessels
- Environmental liability for high-risk activities
- Generators, importers or exporters of hazardous wastes
- Hotelkeepers' liability

NONADMITTED

Nonadmitted insurance is not permitted in Mexico because the law provides that insurance must be purchased from local authorized insurers with some exceptions, such as if a policyholder can prove that the coverage is not available in the Mexican market and insurance coverage contracted outside Mexico on goods being transported between Mexico and another country.

INTERMEDIARIES

The Law of Insurance and Bonding Institutions defines anyone involved in intermediation of insurance or surety business as an agent, whether individual or corporate. Article 93 of the law sets out the requirement for them to be authorized. Article 23 of the law stipulates that the classes of business which may not be written with foreign insurers and may not be offered in Mexico either directly by such companies or through intermediaries.

MARKET PRACTICE

Authorities have in the past produced pamphlets advising policyholders to deal only with authorized companies and warning them of the potential dangers of insuring with a foreign insurer. There are few cases where an exception has been requested to the rules on nonadmitted insurance. The Mexican market can accommodate virtually all risks, especially as fronting up to 100% is allowed.

MARKET DEVELOPMENTS

Updated October 2016

- The property/casualty market recorded premium growth of 13.3% in 2015, however, in U.S. dollar terms it fell by 5% due to the devaluation of the peso.
- Falling oil prices and currency devaluation have led to a reduction in the levels of government investment, with a consequent effect on insurance demand, particularly for infrastructure projects.
- Compulsory third-party insurance for all vehicles on federal roads was to be phased in beginning in September 2014, but progress by individual states in setting up a framework to monitor and enforce compliance with the requirements is slow or nonexistent. Only Mexico City and 13 of the country's 32 states have passed the necessary legislation.
- In June 2016 GNP Seguros announced that it had signed a joint-venture agreement with the Japanese-owned Sampo Canopus group to write international property business through Sampo's Canopus syndicate in Lloyd's of London. GNP says this move represents the first entry by a Mexican insurer into the international insurance market.
- On June 1, 2016, the Colombia-based SURA group completed its acquisition of the Mexican operations of London-based insurer RSA Insurance Group P.L.C.



AREA

761,604

square miles

POPULATION

122.3

million

MARKET CONCENTRATION

48.6%

market share of top 5 insurers

2016 GDP CHANGE (PROJECTED)

2.4%

Information provided by Axco Insurance Information Services.
www.axcoinfo.com



Congratulations Kathy Antonello!

We thank you for your commitment to excellence

The National Council on Compensation Insurance (NCCI) salutes our Chief Actuary, Kathy Antonello, FCAS, FSA, MAAA, and the other 2016 Women to Watch. Kathy's vision, passion, and drive help make NCCI a recognized leader and trusted source of information for the workers compensation system.

Headquartered in Boca Raton, the National Council on Compensation Insurance (NCCI) is a recognized leader and trusted source for workers compensation information, tools, and services. For almost 100 years, NCCI has fostered a healthy workers compensation system and continues to integrate socially responsible principles into everything it does. For more information, please visit ncci.com or [LinkedIn.com](https://www.linkedin.com/company/ncci).



Judge refuses new trial in case over religious garb

■ A federal judge refused a motion for a new trial in a religious discrimination case that was filed by the U.S. Equal Employment Opportunity Commission against an airport ground services firm that had won a jury verdict on the issue.

The plaintiffs in the case were five Muslim females who had applied for, and were denied, cabin cleaning positions with Jupiter, Florida-based JetStream Ground Services Inc. after having worked for the previous subcontractor, according to a ruling by the U.S. District Court in Denver in *Equal Employment Opportunity Commission et al. v. JetStream Ground Services Inc.* The case went to trial over the issue of whether the women had not been hired because they covered their heads with hijabs.

In April, a jury decided in JetStream's favor. The EEOC and other plaintiffs filed a motion for a new trial on several grounds, including that evidence regarding safety hazards heard during the trial was confusing and distracting and designed to incite jurors' fear and prejudice of Muslims.

Judge Christine M. Arguello denied the motion.

Bias suit against Washington Post reinstated

■ A federal appeals court has reinstated a race and age discrimination lawsuit filed by a fired Washington Post ad salesman, stating his supervisor's behavior could be considered "mendacious."

David DeJesus, a black ad salesman who was 59 at the time of his termination, had worked at the paper for more than 18 years when he was terminated in August 2011, according to a ruling by the U.S. Court of Appeals for the District of Columbia Circuit in *David DeJesus v. WP Co. L.L.C., doing business as the Washington Post.*

In 2011, one of Mr. DeJesus' accounts, Northbrook, Illinois-based Allstate Insurance Co., asked for a study of an ad it had run. Mr. DeJesus' white supervisor, Noelle Wainwright, was on vacation at the time, so he ordered the study himself.

According to court records, Ms. Wainwright initially told him that while she should clear future requests, there were "no worries" on the issue. She then told him he should deliver the study to the "client" in person, but did not specify to whom, according to Mr. DeJesus. She later testified she meant a particular Allstate official.

Instead, Mr. DeJesus delivered the study to another official, Allstate's vice president of federal regulatory affairs, who reported directly to Allstate's chairperson. Ms.

Wainwright subsequently described the vice president as a "local client contact with no advertising decision-making ability or budgetary oversight."

Mr. DeJesus was terminated on the basis of "willful neglect of duty and insubordination," according to Ms. Wainwright's subsequent termination memo. He filed suit against the newspaper, charging it with age and race discrimination.

The U.S. District Court in Washington granted the Post summary judgment dismissing the case. A three-judge panel of the D.C. Circuit unanimously overturned the ruling, saying "a jury could properly conclude that the Washington Post's proffered reason (for Mr. DeJesus' termination) is so unreasonable that it provokes suspicion of pretext," said the ruling.



Hypertension history doesn't foil heart attack claim

■ A Connecticut police officer's prior hypertension diagnosis did not preclude him from seeking workers compensation for heart disease, even though his hypertension claim fell outside of a one-year statute of limitations under Connecticut law, the state Supreme Court ruled.

According to court records, Reginald Holston was hired as a police officer for the City of New Haven, Connecticut, in 1996. When he was hired, Mr. Holston passed a pre-employment physical examination that did not reveal any evidence of hypertension or heart disease.

In 2011, Mr. Holston suffered a heart attack. He underwent an angioplasty and stent implantation following a diagnosis of heart disease. He was hospitalized for four days after the procedure and was out of work for three or four months.

Mr. Holston, who had been diagnosed with hypertension in 2009, was prescribed several medications for his heart disease, according to court filings. In 2011, he filed a claim for workers comp benefits related to hypertension and heart disease.

A Connecticut workers comp commissioner concluded that Mr. Holston's claim for benefits related to hypertension was untimely because it was filed more than one year after he became aware of his diagnosis. However, the commissioner granted workers comp benefits for Mr. Holston's heart disease as a separate condition.

The Connecticut Supreme Court unanimously upheld Mr. Holston's workers comp benefit award. In its ruling, the high court noted that Connecticut law provides benefits for uniformed fire and police department employees who suffer "any condition or impairment of health caused by hypertension or heart disease resulting in his death or his temporary or permanent, total or partial disability."

Mr. Holston filed for benefits shortly after being diagnosed with heart disease, thereby qualifying for benefits, the state Supreme Court said.

AIG units not liable for financial services firm claims

■ A federal appeals court held two American International Group Inc. units are not obligated to provide cover under a fidelity bond and an errors and omissions policy in part because the claims were filed late.

Southfield, Michigan-based Hantz Financial Services Inc. had obtained a fidelity bond from National Union Fire Insurance Co. of Pittsburgh, Pa., and an E&O policy from American International Specialty Lines Insurance Co., both of which are units of AIG, according to a ruling by the 6th U.S. Circuit Court of Appeals in Cincinnati in *Hantz Financial Services Inc. et al. v. American International Specialty Lines Inc.*

In March 2008, the company learned that a Hantz-registered investment representative had embezzled client funds. The representative committed suicide two days later, according to the ruling.

Hantz then sought coverage under its fidelity bond and E&O coverage for misappropriation of \$2.6 million in client funds. National Union denied coverage for the claim, while American Surplus Lines indicated the policy's wrongful act exclusion might preclude coverage.

Hantz then filed suit against both AIG units. The U.S. District Court in Detroit granted AIG summary judgment dismissing the case. A three-judge panel of the 6th Circuit upheld the lower court's ruling.

The panel agreed with the lower court that Hantz had filed its lawsuit after the fidelity bond's 24-month contractual limitation provision had expired.

The appeals court also held the wrongful act exclusion in the E&O policy barred coverage. One of Hantz's arguments was that the policy excluded coverage "committed with knowledge," that the term "knowledge" was ambiguous, and that because Hantz had no knowledge of the wrongful act, it was covered under the policy.

"Hantz's argument relies upon a strained reading of the exclusion, creating possible ambiguities where none exist," said the ruling, in affirming denial of coverage.

DOCKET



COMP BENEFITS DUE CHILDREN DESPITE RIFT FROM PARENTS

The Arkansas Court of Appeals ruled that workers compensation survivor benefits must be paid to a deceased worker's biological children, even though he had terminated his parental rights due to his drug abuse problems. Robert Emmons suffered a catastrophic injury while working for Valley View Agri-Systems in 2007. At the time of the injury, he had two minor children, who were later adopted, living with him. The appellate court said the children should receive survivor benefits based on the date of their biological father's injury.

EMPLOYEE CLASS DECERTIFIED ON INADEQUATE ANALYSIS

The 5th U.S. Circuit Court of Appeals in New Orleans decertified a class of employees of a golf management firm, stating a lower district court had failed to conduct a proper analysis. Century Golf Partners Management L.P. is charged with violations of labor laws, according to a ruling by the 5th Circuit in *Jillian Izzio et al. v. Century Golf Partners Management L.P.* The appeals court ruled that the district court should analyze four prerequisites for class certification: numerosity, commonality, typicality and adequacy of representation.

INSURER MUST PAY FOR MEDICAL TREATMENT, BUT NOT AT FULL COST

The Idaho Supreme Court ruled that an injured worker has to be reimbursed for medical treatments that were later deemed compensable by his employer's workers compensation insurer, but only at the state's fee schedule rate. Thomas C. Millard was injured in an accident in October 2006 while working for Perry, Utah-based Abco Construction Inc. Some of his treatment was initially unauthorized. Mr. Millard had argued that he should be reimbursed for the full rate he paid.



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Dorina Hertner, 7-Eleven, Inc.
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Leigh Ann Pusey, president and CEO of the American Insurance Association in Washington, joined the organization in December 1996 and was named to her present position in February 2009 after serving as the organization's chief operating officer and senior vice president of government affairs. Ms. Pusey's previous positions include deputy assistant to former President George H. W. Bush for the White House Office of Public Liaison, communications coordinator for former U.S. House Speaker Newt Gingrich, and deputy director of communications for the Republican National Committee. She spoke recently about the election's impact and issues facing the AIA with *Business Insurance* Senior Reporter Judy Greenwald. Edited excerpts follow.

Leigh Ann Pusey

Q What impact will the election have on the insurance industry?

A The (election's) significance is not just the White House, but there is significance in the Republican dominance in states, both governors and state legislatures. I think we can adapt and be responsive in this new political environment.

There's a lot we still don't know about (President-elect Donald Trump), his team and details of his policies. We do know his priorities, though, at least as he's articulated them so far, and on health care he seems to be clarifying some details so (the Trump administration may) repeal elements of (the Affordable Care Act) and replace them.

He's talked about job growth and tax reform and talked about enforcing border security on immigration as priorities. There might be a little more clarity. He says we're only going to deport people who are criminals.

Q What are some of the major issues facing the AIA?

A The AIA is very committed to balancing an effective regulatory regime at the state, federal and international levels. We care about (the National Flood Insurance Program), which expires in September (2017). We've been very involved in Congress on discussions regarding cyber and breach notification. We would like to see a uniform standard that could be applied, and we would work with Congress on that.

We will be very involved in any tax reform conversations in Congress. It's been over 30 years since Congress has done a comprehensive tax package. There's a lot of education needed, I think, by our sector for Capitol Hill to appreciate the distinctions between life and property/casualty, and we'd already begun that work last year, and we will continue to be very involved this year.

An additional item at the federal and international level is trade. We

believe that we ought to have fair trade policies, and we look forward to working with Congress and the administration to keep the U.S. insurers on a competitive, level playing field globally.

Q Please discuss further your position with respect to cyber and data breaches.

A I think it's a huge opportunity for this industry. The pace and the breadth of this technological transformation is unprecedented. We've got a lot of investment in insurance technology.

The second reason is, it has the potential to cause friction with our

consumer protection and the need to balance innovation.

Q What about the issue of establishing capital standards for insurers?

A The AIA has been involved for several years at the state level with the (Kansas City, Missouri-based National Association of Insurance Commissioners), at the federal level with the Federal Reserve Board, and internationally with the (Basel, Switzerland-based International Association of Insurance Supervisors, where) the focus has been on a group capital standard, which does not exist in the U.S. Rather, we've had a more legal entity-focused capital regime

After the financial crisis, regulators wanted to look at groups ... The NAIC has a working group on this, and we've been very engaged on this with them ... The Fed has had a process for over a year now that the AIA has been involved with. And internationally, the IAIS has a multiyear project to design the international insurance capital standards that would be applied ... so we've been very active in all three of these conversations.

Q Do you anticipate making any changes within the AIA itself because of the election?

A I don't think structurally we will have to change to work with the new administration. We have a team here that's experienced and understands both sides of the aisle in Washington and how to get things done. We just need to stay engaged on Capitol Hill and build new relationships in the new administration.

Q What other issues are of concern to the AIA?

A At the state level, we're going to have a very aggressive agenda in the commercial lines area to modernize regulation, (which) will be a priority.



long-standing regulatory regime, if you think about the impact of autonomous vehicles on our licensing schemes, on our liability regimes between personal and commercial.

The third factor is, we've got new players involved in these issues. You've got technology companies, auto manufacturers and venture capital firms, so you've got this mix, whether it's Google, or Facebook, or Uber, or Ford. You've got just a lot of players that will be involved in this insurance issue and impacting that discussion, so the insurance industry must be at the table, and it's critically important. We've got to talk about the need to balance

We will be very involved in any tax reform conversations in Congress. It's been over 30 years since Congress has done a comprehensive tax package. There's a lot of education needed, I think, by our sector for Capitol Hill to appreciate the distinctions between life and property/casualty.

LEADERSHIP MATTERS.

Zurich congratulates the 2016 Business Insurance Women to Watch, including our own **Lynn Zeitler**, Senior Vice President and Head of Special Lines. We commend them on their personal achievements, marketplace influence and contributions to the advancement of women in business.

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Finding the next generation of leaders

BY ROB LENIHAN

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A majority of young insurance executives surveyed say they found a career in the industry as a result of family, friends or fate.

Signet Research Inc. conducted an online survey in August to see the perceptions of the insurance industry and what younger generations are looking for in their careers.

When asked how they were introduced to the insurance/risk management industry, 43% of the respondents said they had relatives and friends working in the sector, while 32% said they stumbled into it.

Seventy-nine percent of the respondents said they planned to stay in the industry. Eighty-two percent of the respondents were white.

The online survey, which required respondents to be under 35 years old, was given to sample sources who included employees of members of the Diversity and Inclusion Institute, *Business Insurance's* rising risk professionals and 40 Under 40 broker leaders, and members of the insurance industry business fraternity Gamma Iota Sigma and Future PLUS, a recruitment initiative by the Professional Liability Underwriting Society. A link was also made available via social media.

Knowledge and technical skill ranked high with employers among skills they seek in young professionals, but many insurance industry executives said they were also interested in such factors as the ability to communicate, self-confidence, empathy and philanthropy.

"I love to see what the students are doing in terms of their own philanthropic and volunteer work," said Marya Propis, head of broker engagement at American International Group Inc. in New York and a board member with the Spencer Educational Foundation. "Look, I'm always impressed with high GPAs. They're going to good schools with solid academic curriculums. But I also like to see where they're spending their personal time."

Denise Hempe, vice president of human resources at FM Global in Providence, Rhode Island, said strong technical skills are important, "but we're also looking for individuals who do have some of those softer skills in the communication side and the interpersonal side of things."

"Collaboration is also very important to us and we look at that across all hires, whether its field engineering or otherwise," she said.

"We look for the will to win or competitive spirit," said Lorayne Flodberg, early talent program manager at Arthur J. Gallagher & Co. in Itasca, Illinois. "We



EMPLOYMENT TRENDS

2015 insurance industry employment by occupation¹

Category	2015	2014
Insurance sales agents	368,050	357,360
Insurance claims and policy processing clerks	224,120	219,640
Claims adjusters, examiners and investigators	191,490	188,920
Insurance underwriters	78,090	80,270
First-line supervisors/managers of office and administrative support workers	59,040	57,130

¹ Includes insurers, agencies, brokerages and other insurance-related activities in commercial and personal lines.

Source: U.S. Bureau of Labor Statistics

look for self-confidence and a polished demeanor. We look for energy and enthusiasm, empathy and emotional intelligence and, finally, a willingness to learn."

Gail Jacobs, senior director of talent acquisition and human resources operations at Newark, California-based Risk Management Solutions Inc., stressed the importance of both analytical and communication skills for young professionals.

"We can't have a modeler who's a Ph.D., who just can sit in front of a computer and crunch numbers all the time. You have to be able to communicate that information to a client or somebody like myself who doesn't have that technical degree," she said.

The executives said that a degree in risk management is not the only course of study they review when considering applicants.

"We absolutely do look at risk management majors," said Alice Scarpinato, program manager for talent and learning at Marsh L.L.C. "There are some terrific programs here in the U.S., and that gives us an opportunity to tap into folks who have a demonstrated interest in our indus-

try. That said, we do not look exclusively at risk management majors. I would say that the schools where we recruit for our graduate training program, about half the schools have a risk management training program and the other half do not."

"I would say that although risk management is probably on the top end as far as the number of people we look at," said Kathleen Battle, vice president of talent and acquisition at Gallagher. "I think we've done a nice job of trying to look at people from other majors as well."

Ms. Propis said that she personally is interested in risk management-insurance majors "because there are so many students pursuing that degree program that the pool of candidates is much larger than it was even five years ago."

"I'd say you don't have to have a degree in risk management-insurance," Ms. Propis said. "But there are enough students pursuing the degree in RMI that I think it behooves the industry to target that group first and foremost because they've already identified educational and career tracks for RMI."

43%

When asked how they were introduced to the insurance/risk management industry, 43% of the respondents said they had relatives and friends working in the sector, while 32% said they stumbled into it.

32%

LARGEST UNDERGRADUATE PROGRAMS

Largest U.S. colleges and universities, ranked by the number of 2015/2016 undergraduates majoring in risk management and insurance programs

Rank	University	City	Undergraduates	Courses offered
1	University of Georgia	Athens, Georgia	533	11
2	Temple University	Philadelphia	482	11
3	University of Wisconsin-Madison	Madison, Wisconsin	339	9
4	Georgia State University	Atlanta	224	10
5	St. Joseph's University	Philadelphia	207	14
6	Florida State University	Tallahassee, Florida	202	10
7	Appalachian State University	Boone, North Carolina	187	10
8	University of South Carolina	Columbia, South Carolina	185	7
9	Illinois State University	Normal, Illinois	183	10
10	Troy University	Troy, Alabama	177	7
11	St. John's University	New York	165	11
12	Olivet College	Olivet, Michigan	147	15
13	University of Louisiana at Monroe	Monroe, Louisiana	135	8
14	University of Mississippi	Oxford, Mississippi	120	6
15	Indiana State University	Terre Haute, Indiana	109	9
16	East Carolina University	Greenville, North Carolina	87	8
17	St. Mary's University	San Antonio	85	3
18	University of Colorado Denver	Denver	81	10
19	Ball State University	Muncie, Indiana	80	9
19	University of North Carolina	Charlotte, North Carolina	80	9

Source: BI Survey

LARGEST GRADUATE PROGRAMS

Largest U.S. colleges and universities, ranked by the number of 2015/2016 graduates majoring in risk management and insurance programs

Rank	University	Graduates
1	University of Georgia	197
2	Temple University	150
3	University of Wisconsin-Madison	136
4	Illinois State University	67
5	Georgia State University	63
6	St. Joseph's University	60
7	Appalachian State University	52
8	University of South Carolina	49
9	Florida State University	48
10	University of Mississippi	41

Source: BI Survey



As part of a research program for the *Business Insurance* Diversity and Inclusion Institute's Absolute Inclusion Conference in Chicago, the *Business Insurance* research team commissioned an online survey of young professionals in the insurance industry. To qualify, respondents needed to be under 35 years old. Among the 652 total respondents, 555, or 85.1%, have an associate's degree or higher.

College degree	Percent of respondents
Bachelor of Science	38.2%
Bachelor of Arts	22.0%
Bachelor of Science in Business Administration/BBA	15.0%
Master of Business Administration	5.6%
Master's degree	5.0%
Business Administration	3.4%
Associate degree	1.4%
Business /Business management	1.3%
Other	8.1%

Risk management and insurance ranks as the No. 2 major in college of the young professionals in the insurance industry with an associate degree or higher.

Rank	Top 10 majors in college	Percent of respondents
1	Finance/financial services	14.8%
2	Risk management and insurance	13.6%
3	Advertising/marketing	7.7%
4	Business administration	7.3%
5	Economics	6.7%
6	Communication	6.3%
7	Psychology/sociology/social sciences	5.2%
8	International/global studies	4.0%
8	Mathematics	4.0%
10	Political science/politics	3.5%

Temple University has the most respondents who are either attending or have attended programs specialized for risk management and insurance.

Rank	University	Number attending or have attended programs
1	Temple University	29
2	St. John's University	13
3	Illinois State University	10
3	University of Georgia	10
5	University of North Texas	5

EMPLOYMENT

U.S. insurance industry employment by sector, in thousands

Year	INSURERS ¹					INSURANCE AGENCIES, BROKERAGES AND RELATED SERVICES		
	Total industry	Life, health and medical	Property/casualty	Reinsurers	Total	Insurance agencies and brokers	Other insurance - related activities ²	Total
2006	2,379.1	790.6	649.1	28.0	1,467.7	662.4	249.0	911.4
2007	2,391.6	787.1	647.0	27.0	1,461.1	677.8	252.7	930.5
2008	2,405.1	800.8	646.7	27.9	1,475.4	671.6	258.1	919.6
2009	2,370.6	802.8	632.9	27.5	1,463.2	653.3	254.2	907.4
2010	2,340.6	804.1	614.3	26.8	1,445.2	642.3	253.1	895.5
2011	2,336.4	788.9	611.6	25.6	1,426.1	649.2	261.1	910.3
2012	2,368.3	811.3	599.5	25.7	1,436.4	659.6	272.3	931.8
2013	2,388.9	813.2	593.7	26.2	1,433.1	672.3	283.5	955.8
2014	2,465.8	829.0	594.7	25.1	1,448.7	720.0	297.1	1,017.1
2015	2,544.5	851.1	599.7	25.1	1,475.9	762.4	306.2	1,068.6

¹ Establishments primarily engaged in underwriting insurance.

² Includes claims adjusters, third-party administrators of insurance funds and other service personnel, such as, advisory and insurance ratemaking services.

Source: U.S. Bureau of Labor Statistics

WHO PAYS TO HEAL MENTAL INJURIES OF FIRST RESPONDERS?

Mass killings show
dilemma facing
comp payers

BY LOUISE ESOLA

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Gerry Realin was at a Chick-fil-A restaurant in Orlando, Florida, with his family this past summer when he

started feeling dizzy.

His wife Jessica Realin said they had been talking about money in the days leading up to the episode.

About how he had nearly used up all his accrued vacation time after being a police officer for 12 years. About whether he would ever be back to his old self and return to work. About taking care of his family. About what comes next.

The usually healthy 36-year-old hadn't been back on duty with the Orlando Police

Department in over a month. He tried to go back to work two weeks after helping collect dead bodies at Pulse nightclub, where on June 12 a gunman had killed 49 and wounded more than 50 others in one of the deadliest shootings in U.S. history. But his anxiety and nightmares led to insomnia, which led to passing out from exhaustion while idling in his police cruiser. That episode then led to a diagnosis of anxiety and post-traumatic stress disorder. His doctor told him not to return to work — that his work had damaged him.

In Florida, like most states, however, first responders are unable to collect workers compensation for PTSD caused by what they see on the job.

Some states such as Maryland allow first responders to receive workers comp for PTSD under certain conditions, but the individual has to generally be directly involved in the incident, such as when a police officer has to kill a suspect or is physically injured.

A police officer in Stamford, Connecticut, tried to claim PTSD under workers comp after having to kill an aggressive chimpanzee that had torn off the face and hands of a woman in 2009; his claim was initially denied, but lawmakers in 2010 changed the law to include life-threatening attacks involving animals.

Experts say each state has their own laws for first responders, as states do for employees in general, but that few to none will allow PTSD claims for an event an officer or firefighter witnesses on the job.

“They say it’s normal for officers to see this,” said Ms. Realin in an interview with *Business Insurance* — her husband has been told by the police department to not talk to

the media because he is still employed, she said. “There is nothing normal about (it). The anger and magnitude was different than anything he had ever seen.”

According to the Bethesda, Maryland-based National Institute of Mental Health, PTSD is a disorder that develops in some people who have experienced a shocking, scary or dangerous event.

Symptoms may include flashbacks, nightmares and recurring thoughts about the event. For first responders, the disorder can be triggered by one event or an accumulation of events, according to Ron Clark, Middlebury, Connecticut-based chairman of the Badge of Life, an organization that advocates for police officers suffering from PTSD.

The Realins in Florida and Mr. Clark in Connecticut are part of a growing group of families, lawmakers, police unions, mental health experts and law enforcement advocates nationwide that are trying to change the laws in several states to provide workers comp benefits for first responders with PTSD.

But difficulties in tying PTSD to first responders’ work and the cost of providing benefits for PTSD have so far stymied the efforts in many states.

Hurdles to coverage

Earlier this year, a measure that would provide comp coverage for first responders with diagnosed PTSD was introduced in Connecticut, where police officers and emergency medical professionals were among the first to see classrooms full of dead children after the Sandy Hook shooting in Newtown in 2012.

Several other states also have seen lobbying and bills introduced: Arkansas, Colorado, North Dakota, Ohio and South Carolina. The legislation has lingered in committees or failed altogether.

Meanwhile, Ontario in April became the latest jurisdiction to pass legislation that would cover PTSD under workers comp for first responders under the presumption that their job caused their mental disorder. The move applies to some 73,000 first responders in the Canadian province.

“Premiums would skyrocket ... we have no idea. Actuaries can’t tell us; there are too many unknowns. We have no idea about the extent of the claims and the extent of the awards because of all the unknowns.”

Josh Rhodes,
South Carolina Association of Counties

Workers comp experts say the presumption issue is problematic: Was the first responder psychologically injured because of something on the job, or was there a pre-existing medical condition?

“It can be related to an adverse childhood event, or it could be potentially exacerbated by a situation unrelated to employment,” said Joe Paduda, Skaneateles, New York-based principal for Health Strategy Associates L.L.C. “The primary concern in

tying the PTSD to an event that occurred in the course of employment is it will take significant resources to get to conclusions.”

Financial roadblocks

Financial concerns over providing workers comp benefits to first responders with PTSD were aired in Connecticut during debates over the legislation that was introduced.

“You stick us with another unfunded mandate like (PTSD), and somebody’s going to lose their job,” Danbury, Connecticut, Mayor Mark Boughton testified at a labor and public employee committee hearing in March, according to an article in the *Hartford Courant*.

Connecticut state Sen. Cathy Osten, a Democrat who supported the bill, told the committee that a fraction of a percentage of workers comp claims are related to PTSD, according to the article.

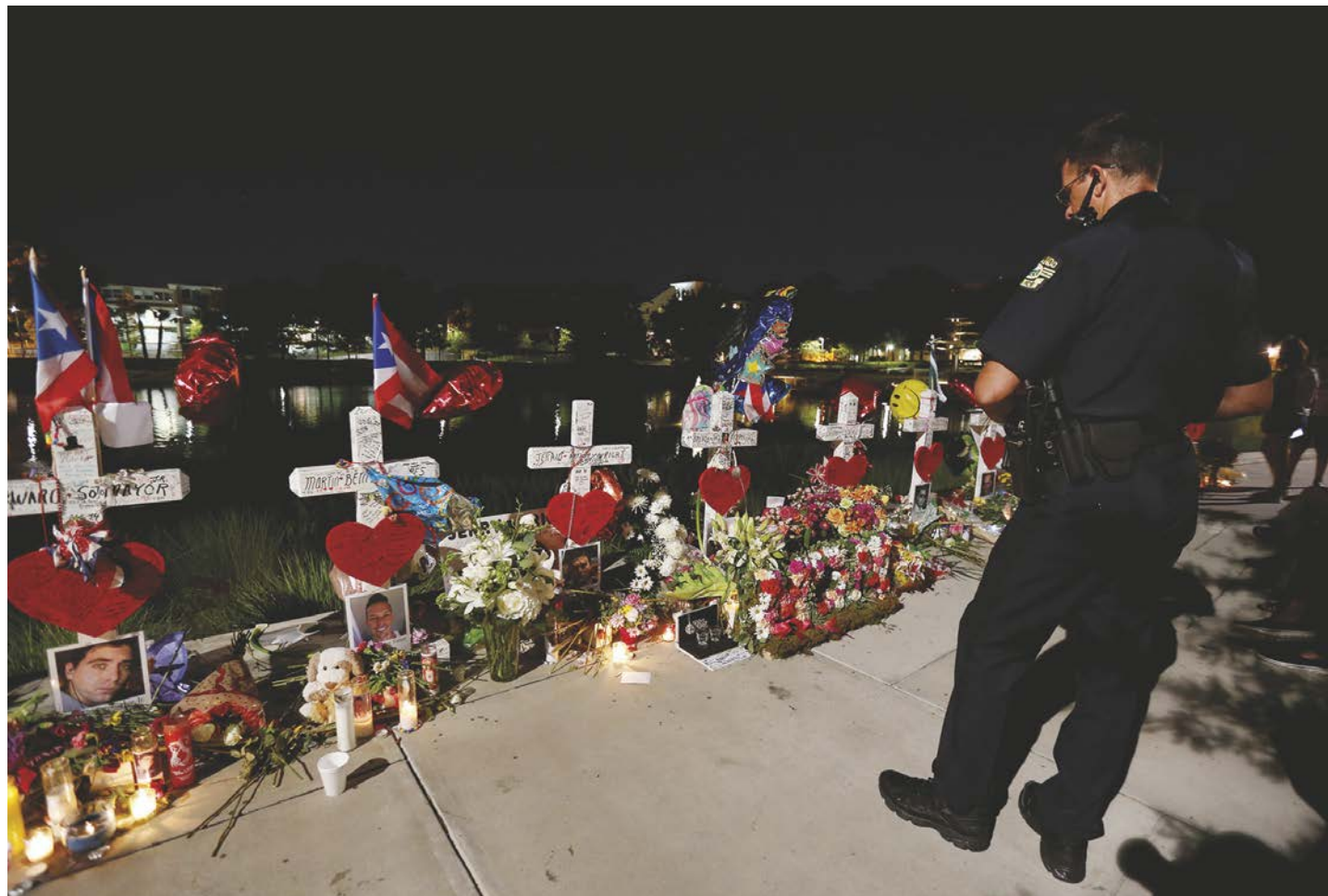
Meanwhile, in South Carolina, lawmakers who opposed extending comp benefits to first responders with PTSD argued that there would be more claim activity.

That’s a major issue, said Josh Rhodes, Columbia, South Carolina-based assistant general counsel for the South Carolina Association of Counties.

“Premiums would skyrocket ... we have no idea” by how much, he said in an interview. “Actuaries can’t tell us; there are too many unknowns. We have no idea about the extent of the claims and the extent of the awards because of all the unknowns.”

Pinnacol Assurance, a workers comp insurer in Denver, opposed a PTSD bill

See **PTSD** next page



REUTERS

A police officer looks at a row of crosses that make up part of a makeshift memorial for the victims of the Pulse nightclub shootings in Orlando, Florida, in June.

PTSD

Continued from previous page

in Colorado earlier this year. In a statement at the time, the insurer said the bill was “unnecessary and would create uncertainty in statute, drive litigation costs and potentially increase workers compensation premiums.” In addition, the statement said current law “recognizes that certain occupations have stresses that are inherent in their duties. Workers compensation insurance cannot prevent or mitigate inherent exposures such as an emergency room doctor seeing blood.”

To date, there is no accurate estimate on what broadening coverage would cost for cities and states who provide workers comp benefits to first responders.

Mr. Rhodes in South Carolina said widening the scope of comp benefits could result in fraud. He referred to the American Medical Association Guide to the Evaluation of Disease and Injury Causation, which states that “PTSD is diagnosed in only 7% to 12% of general-population individuals who are exposed to accidents, rates of 83% have been documented when the accident created an opportunity to seek compensation.”

“I could see how the costs could mount,” said Jeffrey M. Adelson, Santa Ana, California-based managing partner and general counsel with Adelson, Testan, Brundo, Novell & Jimenez, a workers comp defense law firm.

Appropriate remedies

Mr. Rhodes said his organization is more in favor of expanding health care coverage by setting up a fund to assist with copays for first responders who need counseling.

“Workers comp is not the appropriate remedy,” he said.

Mr. Paduda said some of the concerns over costs result from experiences with the “heart and hypertension clauses,” or changes in state presumption laws that provided workers comp to first responders who suffered from heart attacks and other physical ailments that are not scientifically proven to have happened on the job, and met certain criteria.

“It’s not that (municipalities) don’t want to compensate first responders for legitimate issues; it’s that they have been burned by this before, and they want to be very careful,” said Mr. Paduda.

Mr. Clark, who works with Badge of Life as a counselor and served as a police officer for 25 years, said mandating comp benefits for PTSD would result in better wellness programs for first responders, which could limit future claims.

“It’s starting to catch on,” he said. “Emotional wellness is now part of some training.”

Dr. Joel Fay, a retired police officer and psychologist who help found the Napa,



REUTERS

Officers arrive at the Orlando Police Headquarters during the investigation of a shooting at the Pulse nightclub, where 49 people were killed by a gunman earlier this year.

California-based First Responders Support Network, said he expects the push to extend comp benefits for first responders nationwide to continue.

“If an officer hurts himself fighting off a suspect, do we say that it’s part of his job? To deny that we are not impacted by what we experience, to have that attitude, it’s almost criminal,” he said.

Limited options

The options for a first responder suffering from PTSD are to resign or retire, Dr. Fay said.

Or they can use up their paid leave time, hope for the best and then reassess, as Mr. Realin was doing that day in Chick-fil-A with his family.

Since the shooting, several everyday items have triggered anxiety attacks for her husband, Ms. Realin said: the sight of another shopper in a grocery store wearing a San Francisco 49ers football jersey, the same number of bodies they collected in the nightclub; or whenever he sees a Sharpie marker, the type of pen they used to record the names and numbers over the course of the 12 hours it took to clear the bodies.

She drove him to the emergency room after the anxiety attack in Chick-fil-A. That’s when a diagnosis of hypertension

eventually led to a viable workers comp claim because his mental injury led to a physical one, said his attorney Geoff Bichler, a partner with Orlando-based Bichler, Oliver, Longo & Fox P.L.L.C.

“We have seen horrible cases of PTSD in first responder communities going back years,” he said.

“I’m not saying every single first responder has PTSD,” added Mr. Bichler. “There’s a real distinction. It’s a very specific, disabling condition.”

Lou Turriaga, Los Angeles-based director for the Los Angeles Police Protective League and a 28-year police officer, said he hopes the issue gets more attention, just as PTSD for veterans has made headlines.

But he wants to move the focus from high-profile incidents such as mass shootings to mental health intervention for officers who reach their tipping point through their everyday work.

“There are things that happen to little kids, rape victims, domestic disputes, the fact that officers are now targets,” he said, adding that the effects for some are the same as what soldiers in a war zone face. “We should have a safety net for those people who are asked to handle the absolute worst humankind throws at them. A police officer is a human being. It’s ridiculously simple, but people don’t remember that.”

“We have seen horrible cases of PTSD in first responder communities going back years. I’m not saying every single first responder has PTSD. There’s a real distinction. It’s a very specific, disabling condition.”

Geoff Bichler,
Bichler, Oliver, Longo & Fox P.L.L.C.

Workplace tragedies create new perspective on comp

BY LOUISE ESOLA

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It's been a year, and at least a dozen workers have yet to step into the renovated, reconfigured, newly furnished offices of the San Bernardino, California, Health Department, whose employees were the targets of a deadly shooting that took place last December.

Fourteen people were killed and 22 seriously injured when two assailants fired into a rented banquet room at the nearby Inland Regional Center, where some 80 office workers were having a holiday party on Dec. 2, 2015.

Not part of the official tally of the dead and wounded are those whose injuries are limited to the mind, those who watched co-workers perish at the hands of a co-worker-turned-terrorist and his wife. Their injuries are nonetheless a major concern for officials at the health department — and the reason the office smells like new carpet and fresh paint.

"When you have the issues of potential (post-traumatic stress disorder) and depression, there could be triggers like, 'This is where she sat'... we are trying to help erase that from memory," said Ken Hernandez, director of risk management for San Bernardino County, who said overhauling the floor of the building where the shooting took place was just one strategy in getting employees comfortable again with their surroundings.

Tragic events in the workplace have pushed PTSD to the forefront in workers compensation. It is an issue that is getting more attention than ever, according to attorneys and medical experts in workers comp.

"PTSD has become a major public health issue," said Dr. Teresa Bartlett, Troy, Michigan-based senior vice president of medical quality at Sedgwick Claims Management Services Inc. "There's a public out there that has experienced this, that knows about this."

Mental claims filed under workers comp typically fall into three basic categories:

- Physical-mental, when a physical injury gives way to a mental injury.

- Mental-physical, when an injury starts as that of a mental ailment but then results in a physical ailment, such as stress resulting in stomach ulcers.

- Mental-mental, where a mental stimulus — an image or an experience — causes a mental injury. Experts say this last category of claims is a small but growing part of the workers comp landscape.

It's not always the big events, such as shootings or bombings, that result in these claims. Sometimes it's a more common incident: a store cashier getting robbed or a worker seeing a co-worker injured in an accident. These types of smaller cases are gaining attention and sometimes confusing the issue, according to some experts.

Adding to the confusion is that each state has its own set of laws on the conditions for which claims are compensable, other experts say.

Assessing the problem

Carin Burford, a Birmingham, Alabama-based shareholder with Oglethorpe, Deakins, Nash, Smoak & Stewart P.C. who represents employers, said the diagnosis is often misused. "People hear PTSD all the time on the news, so instead of saying they have stress at work, they say they have PTSD," she said.

Even so, Ms. Burford warns her clients to tread lightly on the issue and review the workers comp laws in the states where they are located. "I tell them, 'The jurisdiction will decide the claim ... and don't be quick to rule out workers comp,'" she said. "Sometimes if you take the hard line that it is not compensable, it will open up the line for tort litigation, which can be worse when you are talking negligence."

"There's a lot of gray," said Michael Stack, Kennebunkport, Maine-based principal for Amaxx L.L.C., a workers comp consulting firm, adding that claims for mental injuries often have to meet the same bar as physical injuries: Did the job cause this?

"The biggest thing we are seeing with mental injury claims in general is

"When you have the issues of potential (post-traumatic stress disorder) and depression, there could be triggers like, 'This is where she sat'... we are trying to help erase that from memory."

Ken Hernandez,
San Bernardino County

See **CLAIMS** next page



REUTERS

Police officers conduct a manhunt after a mass shooting in San Bernardino, California, Dec. 2, 2015. Shooters Syed Rizwan Farook and his wife Tashfeen Malik killed 14 people and wounded 22 when they opened fire at a social services agency.

CLAIMS

Continued from previous page

the ambiguity: What was the cause of the (mental) injury? Did it arise out of employment?" Mr. Stack said.

Dr. Mark Levy, a Mill Valley, California-based forensic psychiatrist who teaches law and psychiatry at the School of Medicine at the University of California in San Francisco, said there is a "very slowly growing acceptance that people can be emotionally damaged without being physically damaged" and that the courts are busier than ever. "It's claimed all the time ... PTSD gets a lot of publicity."

But Andrew Meisler, a Hartford, Connecticut-based assistant professor of psychiatry of the University of Connecticut School of Medicine and a lecturer in the Department of Psychiatry at Yale University School of Medicine, said the increase in publicity could lead to fraud. A "careful assessment will do a fair but imperfect job" of diagnosing mental claims, and the "door is already there" for fraud in physical workers comp claims, he said.

"(Some) people exaggerate their conditions already," he said, adding that he's concerned that the widespread focus on PTSD discounts other equally debilitating conditions, such as depression, that can arise out of work-related incidents.

But some experts say fraud isn't a big issue because PTSD — whose markers include insomnia, crippling anxiety, nightmares, flashbacks and more — is tough to fake.

"If you walked into an office and wanted to play games and claim, 'I've got PTSD,' as a therapist I can pick out a phony pretty fast," said Ron Clark, Middlebury, Connecticut-based chairman of Badge of Life, an advocacy group for police officers with PTSD. Mr. Clark, a trained counselor, works to help change laws nationwide to grant first responders workers comp coverage for PTSD. Unlike other jobs, first responders are usually unable to claim for PTSD, as stress is deemed to be inherent in their jobs (see story, page 22).

Changing the environment

Rehabilitating workers with PTSD can go far beyond workers comp.

For example, students and teachers walked into an entirely new Sandy Hook Elementary school building in Newtown, Connecticut, this fall, four years after a lone gunman killed 20 children and six faculty members at the previous campus, which was razed so that the town's population there could heal.

In San Bernardino, only a few workers returned after the shooting at first, some left again later, and some work only part-time, but the new surroundings have helped, said Mr. Hernandez.



REUTERS

Students and teachers walked into an entirely new Sandy Hook Elementary school building in Newtown, Connecticut, this fall. The previous building had been the scene of a mass shooting that devastated and traumatized many in the local community.

Today the 27-year risk management veteran spends much of his time helping employees navigate the workers comp system, a bureaucracy whose form letters were rewritten in the wake of the tragedy to make them appear "friendlier." The new letters included clauses such as "Please be assured that assisting you is the county's highest priority" and "The county makes

every effort..." in between the formal sentences that are part of workers comp templates in California.

It's the big things and the little things, said Mr. Hernandez, who gets emotional when he talks about the challenges employees face getting back to work after such a tragedy.

"This will never be over," he said.



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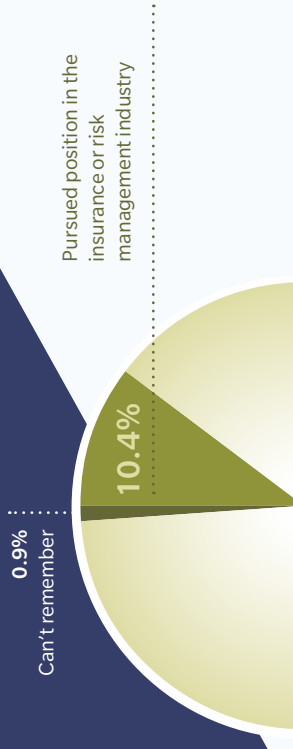
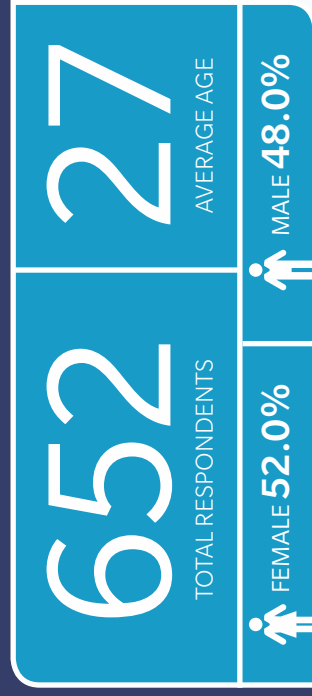


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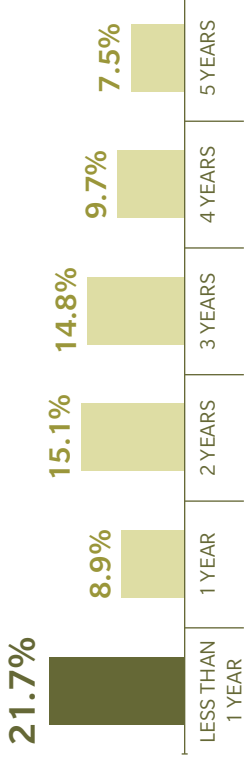
Almost 90% of the millennials surveyed by *Business Insurance* said they did not intentionally pursue a position in the insurance industry. They were introduced to the industry by relatives and friends, stumbled into it or found out about it in their school curriculum. But 79% intended to stay and grow in the industry once they were in it.

This survey is part of a research program of the *Business Insurance* Diversity and Inclusion Institute's Absolute Inclusion Conference in Chicago in September. The goals are to understand what younger generations are looking for in a career in the insurance industry and to try to gain some insights into their perception of the industry.

An online survey with URL link was sent out in August to multiple sample sources that included employees of members of the Diversity and Inclusion Institute, members of Gamma Iota Sigma and Future PLUS, *Business Insurance's* rising risk professionals and 40 Under 40 brokers leaders. The URL link was also made available to be forwarded via social media and posted on *Business Insurance's* Twitter and LinkedIn pages. To qualify, respondents needed to be under 35 years old.



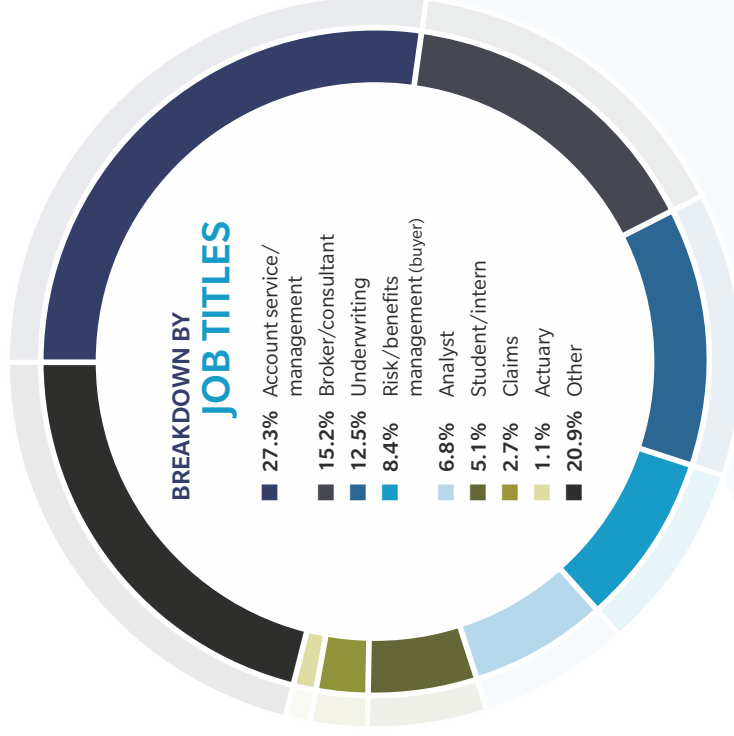
SIXTY-FIVE PERCENT of the respondents said their current position is their first full-time job in the insurance or risk management industry and that they have been in their current position an average of **2.2 YEARS**.



Total respondents, however, have been in the insurance or risk management industry for an average of **3.7 YEARS**.

The average base salary is \$63,200, and the average bonus received in 2015 was about \$4,500. Only 4% of our total respondents are commission-based. The salary raise received/expected is an average of 5.1%. On average, respondents worked about 43.6 hours in a typical week.

Less than \$25,000	3.3%
\$25,000-\$29,999	1.4%
\$30,000-\$34,999	3.0%
\$35,000-\$39,999	5.7%
\$40,000-\$44,999	12.9%
\$45,000-\$49,999	9.7%
\$50,000-\$54,999	11.8%
\$55,000-\$59,999	6.9%
\$60,000-\$69,999	17.2%
\$70,000-\$79,999	10.5%
\$80,000-\$89,999	5.7%
\$90,000-\$99,999	2.9%
\$100,000-\$109,999	2.6%
\$110,000-\$119,999	1.6%
\$120,000-\$129,999	1.6%
\$130,000-\$139,999	0.8%
\$140,000-\$149,999	0.5%
\$150,000 or more	1.9%



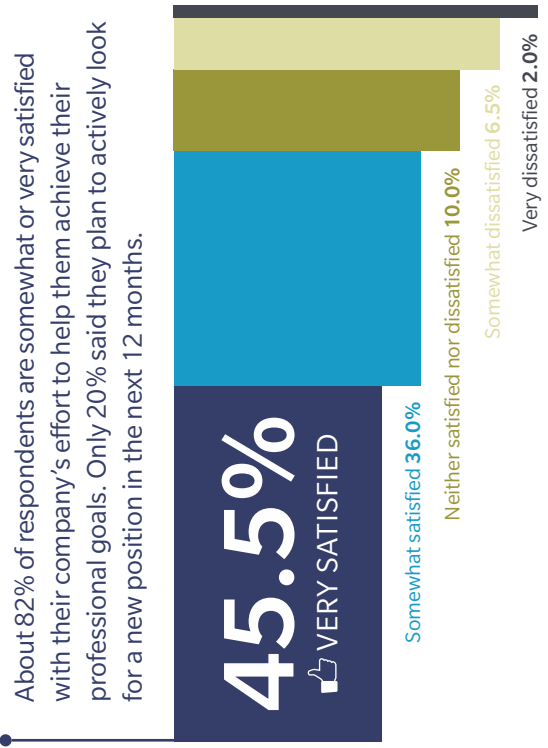
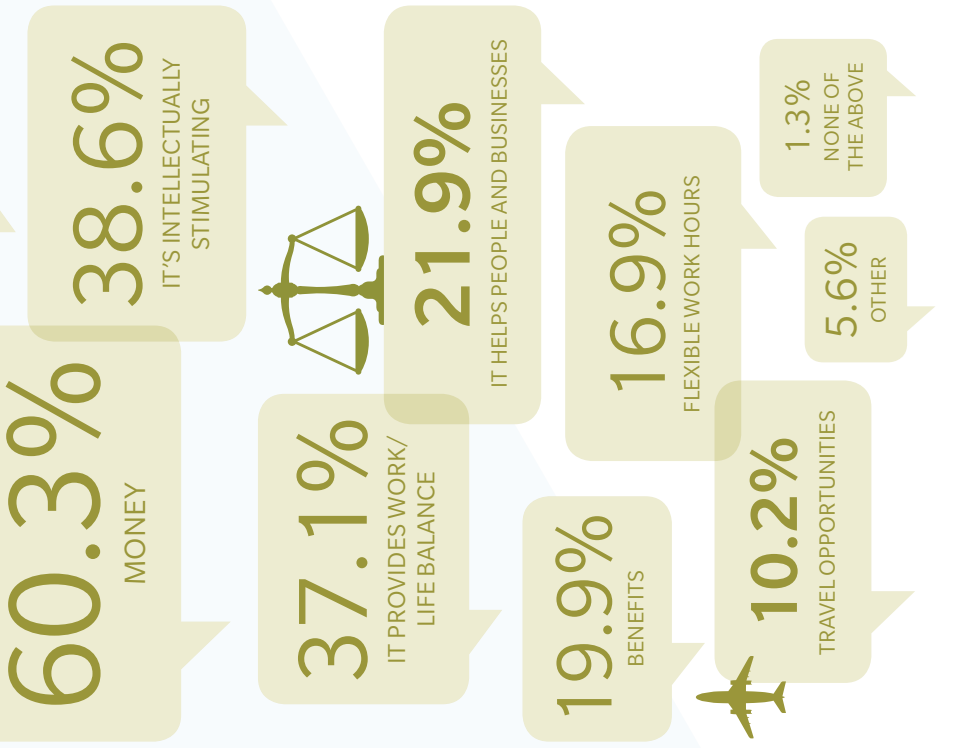
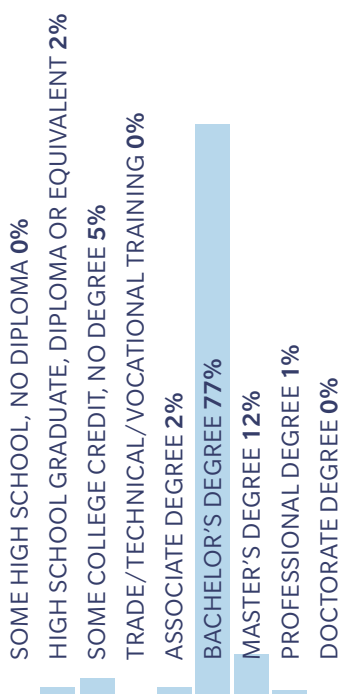
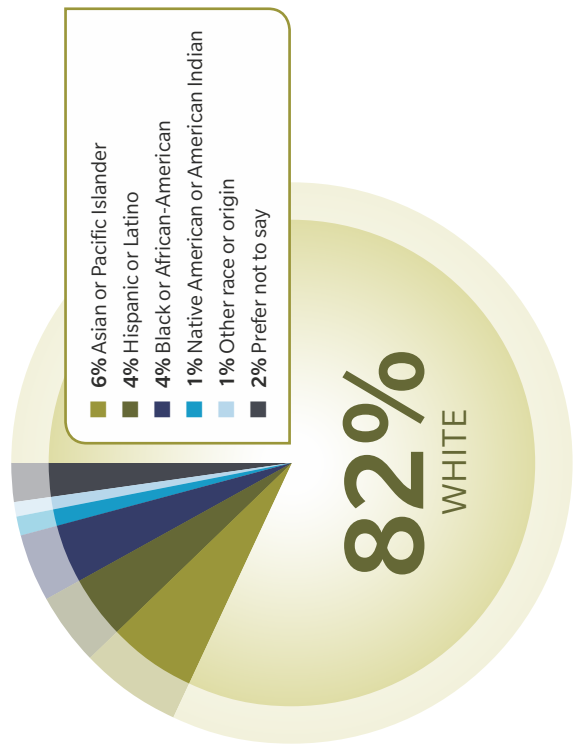
- INDUSTRY SOURCES OF INFORMATION**
- None of the above
 - Other
 - Podcasts
 - Videos
 - Print publications
 - Social media
 - Events
 - Newsletters
 - Websites**

73.8%	56.4%	39.1%	37.4%	36.6%	11.5%	6.7%	3.6%	8.9%
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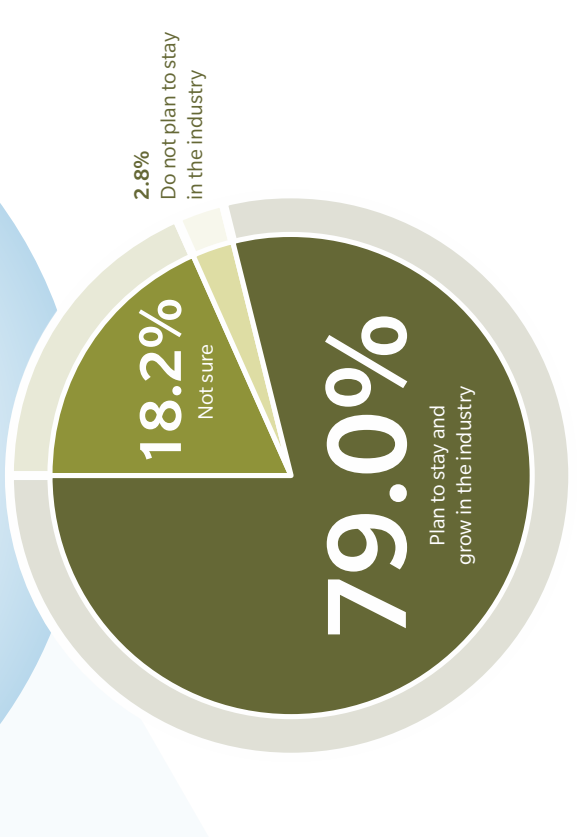
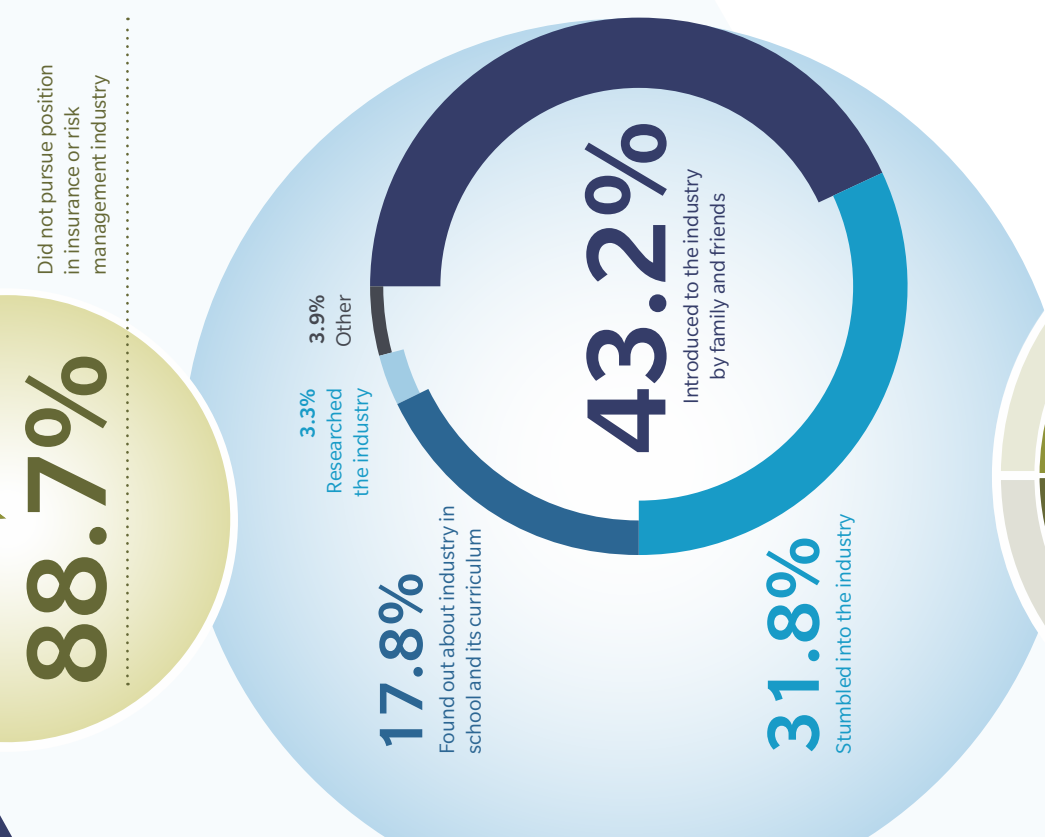
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PROFILES OF RESPONDENTS



About 82% of respondents are somewhat or very satisfied with their company's effort to help them achieve their professional goals. Only 20% said they plan to actively look for a new position in the next 12 months.



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Diversity Matters

At Marsh, working together to make a difference is at the heart of our culture. It's our collective experiences and ideas that help us deliver exceptional value to our clients. That is why we are fully committed to mobilizing a diverse and inclusive workforce to ensure our success now and into the future.



COMMENTARY

SCHILLERSTROM

Election changes outlook for risk

Regardless of party affiliation, most people in the risk management sector would probably agree that there's going to be a lot of risks to manage over the next few years as a result of recent developments. The presidential election victory of Donald Trump, the ongoing Brexit saga and the prospect of nationalist parties gaining power or winning more influence in Europe all point to uncertain times ahead.

While many people have a jaded view of campaign trail promises, this time there really may be some substantive changes ahead, and change is often followed closely by increased risk.



Gavin Souter
EDITOR

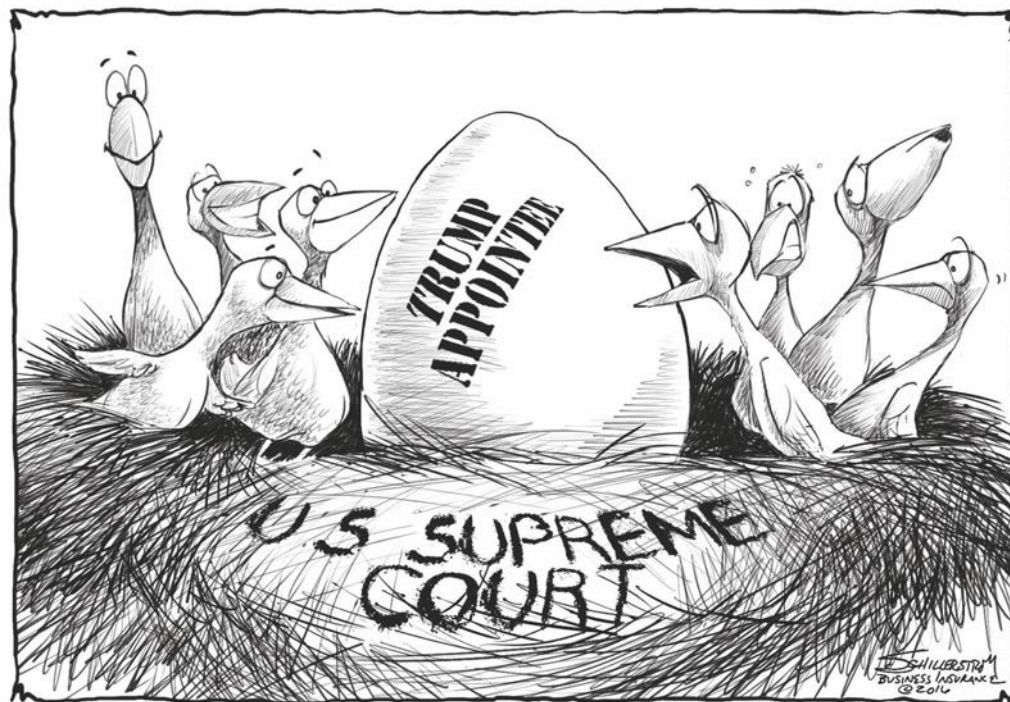
In the U.S., there are numerous implications for employers to consider regarding Mr. Trump's victory. As we report in this issue, the U.S. Supreme Court will likely be considering many business-related cases over the next few years, and a conservative Trump appointee

will have a big influence on how those cases are decided. Regulatory enforcement is also expected to soften under what's expected to be an extremely pro-business administration, which is fine, but it will also put more of an onus on responsible employers to police their own actions. Less oversight from safety regulators, for example, may cut red tape, but it doesn't cut workers compensation costs if workplace injuries increase.

Internationally, we could be in for quite a ride as the largest economy in the world looks to reverse long-term trends in free-trade agreements. All of which will have knock-on effects on logistics, supply chain management, manufacturing and other areas.

And in Europe, uncertainty over Brexit is causing leading insurers to publicly debate whether they will maintain their European headquarters in Britain or move elsewhere, which has ramifications for the status of the London market; and rising nationalism could have severe implications for the movement of people and political violence.

Meanwhile, one thing that won't change is the most powerful political leader in the world will continue to be a man. While there are many more factors than gender to consider in selecting a president, as we celebrate the achievement so many outstanding women in this issue of *Business Insurance*, supporters of gender equality may take heart in the fact that even though Hillary Clinton didn't win the election, more people voted for her than any other candidate. The ultimate glass ceiling is far from smashed, but it may be cracked.



VIEW FROM WASHINGTON

Divisive campaign yields state of confusion

In mid-November, I was on my way to cover an event at a law firm's Pennsylvania Avenue offices in Washington, when my Uber got stuck in major traffic.

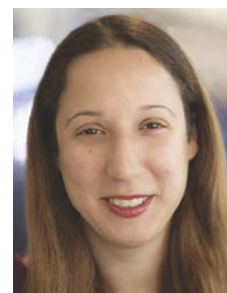
But this wasn't the ordinary traffic D.C.-area residents have gotten used to since the Washington Metropolitan Area Transit Authority began its misadventures in track repair back in June. This particular traffic jam was caused by hundreds of high school students who walked out of their classes on that beautiful Tuesday morning one week after the election and marched their way to Pennsylvania Avenue to Donald Trump's new luxury hotel to protest the divisive campaign run by the president-elect.

Their loud chants were distracting and made it difficult to cover the event right across the street. But I wasn't at all bothered. In fact, I was heartened by the peaceful protest organized and implemented by the multiethnic group of students, who are too young to vote — and too often described as apathetic, but clearly not on this sunny day — propelled to action by what they believe to be an unjust election outcome that will likely have a significant impact on their futures.

Mr. Trump was nowhere to be found on that day, reportedly holed up in his New York City apartment putting together his transition team. But I hope he got wind of these young voices and heeds their call to heal the wounds he helped inflict on the country. He's given mixed messages to date about his intentions on the diversity front. He campaigned on a mostly conservative Republican platform, but he called same-sex marriage "settled" law while also saying he planned to deport 2 million to 3 million illegal immigrants he thinks are criminals.

The president-elect has also sent mixed messages

on his plans for President Barack Obama's health care reform law. During the campaign, Mr. Trump repeatedly vowed to repeal the Affordable Care



Gloria Gonzalez
DEPUTY EDITOR

Act, but in that same post-election interview he expressed openness to keeping certain popular provisions such as the ban on denying insurance coverage to individuals with pre-existing conditions and the ability to maintain coverage for dependents up to age 26.

What he didn't say, and perhaps doesn't yet understand, is that any attempt

to repeal parts of the law would throw the entire program into an unfixable disarray.

It's hard to predict what the president-elect will do, and that's problematic for the country, for the kids and for employers. While Mr. Trump campaigned on a typically Republican platform, he is far from being a typical Republican. He may repeal the health care law, and he may drastically cut back on what he sees as unnecessary federal regulations. Or he may listen to the more progressive voices in the business community and back away from conservative campaign pledges such as a vow to withdraw the United States from the Paris climate agreement aimed at reducing global carbon emissions.

We just don't know, and that's the problem. But there's one cue he can take from the similarly divisive 2020 presidential hopeful Kanye West: Listen to the kids, bro!



WOMEN TO WATCH

Now in its 11th year, the *Business Insurance* Women to Watch awards program recognizes outstanding women in the insurance and risk management sectors, highlighting what they've achieved and examining the personal traits that have helped them attain professional success. In addition, as the title of the program suggests, we are looking to showcase female leaders with the potential to take on even more significant leadership roles in the still male-dominated ranks of insurance industry executives.

While all the women we feature have unique stories to tell, some common themes you'll read about include hard work, creativity, a willingness to collaborate with others and encourage others to succeed, support from senior management and family



and a determination to maintain a work-life balance that works for them as individuals. In addition, you'll see that, again this year, many of our honorees see the insurance industry as an excellent, if somewhat unexpected, sector for anybody to find their niche and thrive.

The 25 honorees were nominated by readers and selected by a panel of *Business Insurance* editors. The selection criteria include recent professional achievements, leadership qualities and professional expertise. The nominations also were required to include three references from co-workers, clients or other business associates.

Congratulations to all the 2016 Women to Watch honorees. We hope you enjoy reading their stories.

Gavin Souter, editor



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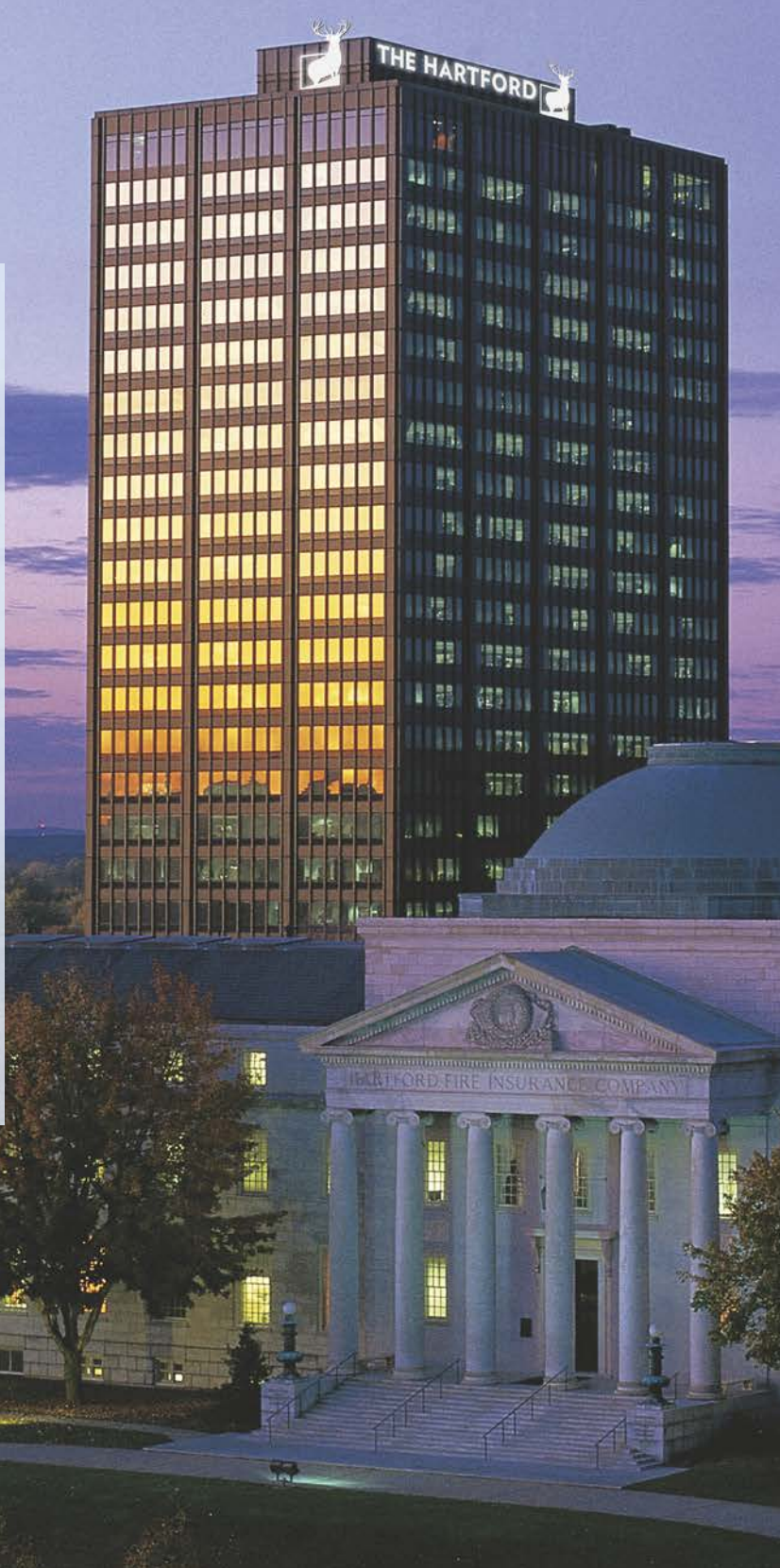
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Gretchen Thompson
Exemplary Business Partner
2016 Woman to Watch

IT TAKES A WINNER TO EARN YOUR BUSINESS. CONGRATULATIONS TO ONE OF OURS.

When you choose a business partner, trust is everything. That's why The Hartford is pleased to recognize the stellar achievements of team members like Gretchen Thompson, named a 2016 *Business Insurance* Woman to Watch. As our Southern California regional vice president, Gretchen demonstrates great leadership through her ideas, integrity, risk-taking, persistence and collaboration. With exemplars like Gretchen, everyone wins.

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**THE
HARTFORD**

Business Insurance
Employee Benefits
Auto
Home

Prepare. Protect. Prevail. With The Hartford®.

Adeola Adele

Executive vice president, employment practices liability product leader and cyber thought leader

Willis Towers Watson P.L.C.

New York

Age: 46

Adeola Adele is a woman who wears many hats.

She is responsible for working with Willis Towers Watson P.L.C.'s employment practices liability service and client relationship management teams to ensure that everyone is aware of emerging trends and legal developments that may affect coverage purchased by their clients, as well as developing new employment practices liability coverage enhancements. She also oversees educating Willis Towers Watson colleagues and clients about cyber risk.

Ms. Adele's colleagues credit her with

contributing to the revenue growth of Willis's cyber practice since joining the broker in 2014.

Her background in employment law sparked her entry to the industry. From 2000 to 2007, she was an attorney working at Kaufman, Borgeest & Ryan L.L.P. and Sedgwick L.L.P., both in New York. Through her work, she developed what she described as "a passion for problem solving."

"Risk is dynamic, it's ever-evolving, and I really just enjoy developing creative and innovative solutions to manage risk. Ultimately, for me, it's the advisory and prob-



lem-solving aspect of our industry that keeps me interested," said Ms. Adele.

Ken Ross, New York-based head of the claims and legal group and thought and product leadership at Willis Towers Wat-

son, said he has learned the importance of being a better listener by working with Ms. Adele.

"Adeola is a great listener who always values the opinions of others. While many people essentially pay lip service to listening, she owns this and effectively factors what she hears into her thought process," said Mr. Ross.

Alexis Faber, Memphis, Tennessee-based co-head of global financial lines with FINEX North America at Willis Towers Watson, describes Ms. Adele as a team player. "She sets the example for her colleagues by being completely selfless," he said.

Ms. Adele is active in various nonprofit organizations, but she calls PathFinders Justice Initiative her "passion project." She is a board member for the organization, which supports and advocates for female survivors of child sex abuse and gender-based violence throughout the world.

Joyce Famakinwa

Kathy Antonello

Chief actuary

National Council on Compensation Insurance Inc.

Boca Raton, Florida

Age: 52

The first time Kathy Antonello heard the work "actuary," she was in a college counselor's office going over her own set of statistics — specifically, her mathematics test scores.

Originally she selected pre-med as a major, but that changed after an internship in a doctor's office. She declined specifics on why she didn't venture into that field — she said she liked "numbers more than hospitals."

"Being an actuary brought business and math and statistics together," she said, adding that a Blue Cross Blue Shield internship sealed her fate. "It was serendipitous."

After graduating from Birmingham-Southern College in Birmingham, Alabama, in 1986, she was hired as an actuarial analyst with Liberty National Life Insurance Co. in Birmingham. After 10 years, she moved on to the Boca Raton, Florida-based National Council on Compensation Insurance Inc. as lead actuary for the ratings and research agency, which provides workers comp ratemaking services for 38 states.

She then went on to become chief actuary of workers comp insurer Lumbermen's Underwriting Alliance in Boca Raton for more than a decade, returning to NCCI in



2013 as chief actuary.

She's the first female in NCCI's 100-year history to lead its actuarial team. Her crew includes more than 100 actuaries, research-

ers, economists and support staff who generate state workers comp advisory rate and loss cost filings, legislative analyses, actuarial products, analytics and research.

She and her team are known for their State of the Line Report, an overview of the issues in workers comp that is presented at NCCI's annual symposium.

Today, Ms. Antonello said she's looking toward the future, including helping to foster the next generation of actuaries and finding new ways of utilizing workers comp analytics. "One goal is to grow our analytics team and (find) new ways to visualize the data and look into ways that we can use statistical modeling to improve our actuarial techniques," she said.

Bradley Kitchens, Boca Raton-based chief human resources officer for NCCI, pegs Ms. Antonello's success on her personality. "Kathy is both personable and a very strong technician," she said. "It's rare to find both in an actuary."

Louise Esola

Hui Yun Boo

Managing director, Ironshore Asia-Pacific

Ironshore Inc.

Singapore

Age: 49

Hui Yun Boo sets high standards for herself.

As Singapore-based managing director of Ironshore Asia-Pacific, a unit of Ironshore Inc., she said she is constantly trying to improve. "I have a passion to learn and to be better at what I do," she said.

"One thing I bring to everything that I do is that I always do my very best and will always try to improve, and my bosses always tell me that I'm very hard on myself as a person," she said. "I have very strong expectations of myself, and maybe that

pushes me to do the best I can in whatever I do."

The Malaysian-born Ms. Boo, who assumed her current position in March 2015, said that while she has been helped in her career by bosses who "were very generous in sharing," another reason for her success has been her willingness to observe and learn.

"I always tell my team members, whether you work for a strong leader" or one who is not strong, "you can learn what is good behavior, and you can learn what not to do."



Ms. Boo said that while she pushes herself hard, she collaborates well.

"I consider my major achievement is the

lives of the people I've touched, ex-colleagues whom I have helped, with whom I have shared my knowledge to help them grow, to help them in their careers," she said. A group of these now have senior positions in their firms. "Every success is a team effort," she added. "It's never one person."

She also takes pride in her three children. "That to me is a personal success," she said, of her sons, 20 and 18, and daughter, 15.

"She's amazing," said Shirine Khoury-Haq, now London-based director of operations for Lloyd's of London, who worked with her when Ms. Boo was chief financial officer of Asia-Pacific for Catlin Singapore Pte. Ltd.

"She is competent, she is astute, she thinks strategically," and "she's a moral and ethical person, so she is someone you can always trust," said Ms. Khoury-Haq.

Judy Greenwald



Shelley Boyce

Founder and CEO

MedRisk Inc.

King of Prussia, Pennsylvania

Age: 56

Shelley Boyce nearly failed one of her assignments while getting her MBA at the prestigious Wharton School at the University of Pennsylvania in Philadelphia.

A high achiever, she was a former pediatrics nurse who studied at the University of Virginia. But her first job at Children's Hospital of Philadelphia took an emotional toll and left her grasping for another career. She said she wanted a profession that combined her love of problem-solving with helping people. A self-professed lifelong learner, she set her sights on business school.

After graduation — and the almost-failing grade — she worked in the managed care field, where she saw problems with the way workers compensation claims were handled.

Sometime later she dusted off that old college assignment and started thinking.

The assignment was in her master's class on entrepreneurship and called for her to create a business model that caused a paradigm shift; something that would solve a business problem. She recalled that the reason her grade was one step above failing, according to her professor, was: "You'll never get it off the ground."

What started as that assignment became

MedRisk Inc., a specialty managed care organization founded in 1994 that employs almost 800 and offers multiple services to help control costs and improve the quality of care for workers comp claims.

In October, the company announced it was opening up two more offices — one across the street from the King of Prussia, Pennsylvania, headquarters and another in Phoenix — to accommodate 300 new staff members. And MedRisk is still hiring, according to an October statement.

"I found a way to get it off the ground," she said, adding that she credits her team. "I surrounded myself with smart and capable people."

Rick Victor, founder and former president and chief executive officer of the Cambridge, Massachusetts-based Workers Compensation Research Institute who now sits on MedRisk's international scientific advisory board, is among those who now give Ms. Boyce a top grade.

"Shelley has an innate talent for identifying industry problems and creating innovative solutions that drive high-quality care and reduce unnecessary costs," he said.

Louise Esola

"Shelley has an innate talent for identifying industry problems and creating innovative solutions that drive high-quality care and reduce unnecessary costs."

Rick Victor,
Workers Compensation
Research Institute

Knowledge and courage
to make a difference in the
lives of injured workers

Genex congratulates
our Chief Operating Officer
Delphia Frisch
2016 *Business Insurance*
Women to Watch honoree

genex



Nikki L. Brown

Practice leader, private client and U.S. fine art, jewelry and specie

JLT Specialty USA

New York

Age: 40

Successful insurance brokers dedicate a lot of time, resources and expertise to their clients, but for Nikki L. Brown it's been a two-way process and she lists some of her clients as her mentors.

Ms. Brown, who is practice leader, private client and U.S. fine art, jewelry and specie at JLT Specialty USA, said her mentors were "entrepreneurs who were leaders in various business segments" and willing to take the time to "really educate me about different industries."

As she has received help from others, Ms. Brown said she believes it is important in

turn to help others in the industry, particularly women. "I've always felt strongly in the adage that there's a special place in hell for women who don't help other women, and I've always greatly appreciated the time that women have taken for me as I've come through the industry," she said.

Because of this, "I've really taken the time to hire great women and help promote them and help them grow and learn about the industry and the way they can differentiate themselves," she said.

Observance of the needs of others has also helped her in her business, according



to Roy van Duivenbode, director of risk management at Seattle-based Vulcan Inc., who worked with her while she was at a previous position at Aon P.L.C.

"She is really sensitive to clients and their passion for art and recognizes it's not just about insurance, it's about helping protect and be a steward for those pieces" of art, Mr. van Duivenbode said.

Ms. Brown first became interested in insurance and risk management while attending the University of Georgia, where she earned a Bachelor of Arts in risk management. "I found risk management to be unusual and recognized that insurance is an industry that has been around since the beginning of the modern world," she said.

Ms. Brown, who minored in art history, joined JLT after stints at Marsh & McLennan Cos. Inc. and Aon, when JLT started to develop its U.S. division in January 2016.

Her work is also reflected in her personal life; her hobbies include collecting contemporary art, 18th- and 19th-century English and French furniture and, in jewelry, "anything that sparkles and catches my eye."

Judy Greenwald

Lynsey Cross

Chief operating officer

AmTrust International, part of AmTrust Financial Services Inc.

London

Age: 42

In November, Lynsey Cross steered Lloyd's of London company ANV Holdings B.V. through a successful acquisition by New York-based insurance holding company AmTrust Financial Services Inc.

She now will lead the integration of ANV and AmTrust at Lloyd's and of the two companies' managing general underwriters.

During her tenure as CEO of ANV, Ms. Cross blazed a trail as one of the very few female CEOs in the Lloyd's marketplace, and her commitment to diversity and opportunity meant that almost half of ANV's Lloyd's leadership team was female.

She was appointed CEO of ANV in

2015, having joined in 2013 after serving as global chief of staff at reinsurance brokerage Guy Carpenter & Co. L.L.C. in London.

As a mother of four children, Ms. Cross acutely understands the challenges faced by women returning to work after a period of maternity leave. Companies across all industries lose a huge amount of talent when women, faced with the challenges of maintaining a work-life balance when returning to the workforce, decide to set up their own small businesses because returning to the corporate environment appears so difficult, she said.



Companies must "think outside the box" and enable flexible working to encourage these women to come back to the workforce, she said.

"If you want to have real loyalty in your company, you need to recognize the whole person who comes to work every day," said Ms. Cross. For example, they may have a young family, or aging parents or, in the case of millennials, for example, hobbies or other commitments that are extremely important to them.

Companies need to find a way for their staff to achieve a work-life balance and to show employees that they don't have to sit in an office all day to do a job well, she said.

James Tye, a partner in PricewaterhouseCoopers L.L.P.'s transaction services business in London, said that during a challenging period for ANV while the AmTrust deal was being worked out, Ms. Cross was able to retain and motivate staff because of the enormous loyalty and trust she inspires in her team. Her openness and the fact that she "lives and breathes" the commitment she asks from her team was key to this success, he said.

Sarah Veysay

Marguerite Dixen

President

Third Coast Underwriters, a division of AF Group

Chicago

Age: 53

Building a company from the ground up presents challenges, and that's what Marguerite Dixen had to navigate at Third Coast Underwriters, a division of Lansing, Michigan-based AF Group that launched in 2010.

Chicago-based Third Coast specializes in providing workers compensation insurance for industries that may have difficulty being insured under traditional workers comp programs, such as the oil and gas sectors, construction and agricultural operations.

The workers comp industry "was per-

forming very poorly, and I was looking to write business in what was the toughest part of the market," said Ms. Dixen, who has been president of Third Coast since its launch in 2010. Before that, she was Midwest regional vice president and senior vice president for construction at SeaBright Insurance Co.

Ms. Dixen selected the leadership team for Third Coast, which had a combined ratio of 89.6% in 2015, an accomplishment the firm attributes to its underwriting, claims and loss control approaches.



Michael A. Valiante, Chicago-based vice president of production and agency management at Third Coast Underwriters, calls

her "a true inspiration to the entire team."

"From working directly with her personally, I have learned the value of building a team which shares the vision to benefit those we work with on a day-to-day basis. It is critical to create an inclusive environment where diversity of thought is paramount, which leads to better outcomes for those we work with," Mr. Valiante said.

Ms. Dixen credits her curiosity for getting her where she is in her career today.

"My degree was in economics and political science, but I started studying risk and insurance in college and really developed a passion for what insurance can do to move the economy and the world forward by diversifying risk," Ms. Dixen said.

"I'm kind of a risk management character that is spurred by curiosity and having the opportunity to watch the economy grow," she said.

Joyce Famakinwa



Dawn D'Onofrio

Chief underwriting officer and executive vice president

WKFC Underwriting Managers Inc., All Risk Insurance Solutions and Pacific Risk, units of Ryan Specialty Group L.L.C.

New York and San Francisco

Age: 49

Dawn D'Onofrio thought she was destined for a career in social work. Instead, she discovered a new path in the insurance industry.

After earning her Bachelor of Arts degree in law and society from the University of California, Santa Barbara, but finding no local jobs in her intended field, a friend suggested she interview with insurance firm G.J. Sullivan & Associates in Southern California. She found the industry in many ways to be "a perfect fit" with her analytical skills and focus on results.

Ms. D'Onofrio joined WKFC in 2007 as a branch manager, but when her predecessor died in 2010, the company was confident it had a competent, in-house replacement, said Michael Sillat, WKFC president and CEO in New York.

"What we'd seen in the first three years from Dawn was that she was just a real consummate professional," he said. "She not only conducts herself very professionally, she's very, very well-informed with respect to the insurance industry."

She has gained the respect of her underwriters, which was important because she implemented changes to the company's portfolio after Superstorm Sandy that initially were met with criti-

cism but ultimately led to "stellar" underwriting results. That would not have happened "had she not displayed the fortitude and the discipline that you need to push change through," Mr. Sillat said.

The historical business model of Lexington Insurance Co., which partners with WKFC, did not include delegating the commercial property underwriting authority in its surplus lines division to an outside organization, but that changed when Ms. D'Onofrio, who "reeked of competence," came into the picture, said Nadine Silva, Boston-based executive vice president of Lexington's property division.

"She's not afraid to take a position and lead rather than simply go along with what the consensus might be," she said.

Ms. D'Onofrio said she has seen a positive evolution in the insurance industry in her 25 years, from the days when women were expected to be seen but not heard to having an equal voice.

"It's so important to have that visibility because you can be the best underwriter in your field, but if you have no visibility you're not going to go that far," she said.

Gloria Gonzalez

"She not only conducts herself very professionally, she's very, very well-informed with respect to the insurance industry."

Michael Sillat, WKFC



This woman to watch does so much she might just give you whiplash.

Congratulations to Hui Yun Boo—Leader, advisor, mentor, strategist, volunteer, mother, Managing Director of Asia Pacific, C.E.O. of Singapore and recipient of the 2016 Business Insurance Women to Watch Award.



Delphia Frisch

Executive vice president and chief operating officer

Genex Services L.L.C.

Wayne, Pennsylvania

Age: 61

Even under some of the worst circumstances, injured workers want to get back to work, said Delphia Frisch, who's spent much of her career on that very goal.

In her work with Genex Services L.L.C. she leads a team of more than 3,000 employees across the United States in tackling some of the most difficult-to-close workers compensation cases.

"Work is important for people," she said. "They have a role in the community and the world, and we are focused on that from a company standpoint. We only get the

hardest cases that aren't getting resolved at the claims manager's desk. People want to go back to work. They just need assistance finding that way."

Genex Services provides medical cost containment and disability management services to insurers, third-party administrators and employers in the workers comp and disability sectors, among others.

Ms. Frisch was one of Genex's original employees more than 30 years ago. She's watched the company grow from a simple operation of nurses in case management to a more robust system that provides medical



review services, large-bill negotiation, case management over the phone and in the field, catastrophic case management and more, she said. The company has evolved

"as we match and evolve to the needs for workers comp as it relates to managing the medical spend, as well as the return-to-work quotient," she said.

One element that has evolved for the better, she said, is the safer workplace — thanks to work on the risk management side of the industry, there are fewer injuries, she said. Another is the tackling of the opioid epidemic, something Genex deals with on a regular basis as her team works to help injured workers recover, she said.

Tim Howard, Nashville, Tennessee-based senior vice president of field case management services for Genex, called Ms. Frisch "one of the most focused, disciplined, and knowledgeable people I know" in his 20 years of working with her. "From an industry and business perspective, Delphia has tremendous instinct and leadership skills that are an inspiration ... She has dedicated her career to helping others," he said.

Louise Esola

Lori Goltermann

CEO for U.S. retail

Aon Risk Solutions

Chicago

Age: 50

As with many high-performing executives, hard work and collaboration have driven Lori Goltermann's rise to the top ranks of her organization, but she's also brought her own unique approach and experiences to fuel her success.

An ability to change lanes from medicine to business, from underwriting to broking, and from property/casualty to health care to property/casualty again has given her a breadth of knowledge and experience that benefits all the people she works with in her position as CEO for U.S. retail at Aon Risk Solutions.

A change of direction during her final

year at Washington University in St. Louis, where she was planning to be a doctor, put her on a path toward business.

"I loved medicine. However, in my senior year I started taking business classes, and I took a dramatic turn," Ms. Goltermann said. She looked first at pharmaceutical sales, but through a summer internship at Travelers Cos. Inc. she was exposed to commercial underwriting.

"I loved the combination of client interaction, helping build strategic solutions to complicated issues and the marketing side of the business. I never expected to love insurance as much as I have grown to, but



it's been a great fit," Ms. Goltermann said.

After five years at Travelers, she joined Aon, where she spent 20 years working in property/casualty lines and then a couple

of years running the health and benefits business within Aon's retail operations.

Her experience in underwriting, along with her ability to work well with people and to see all sides of an issue, have helped her work successfully with both clients and insurers, said Michael J. O'Connor, CEO of Aon Risk Solutions. "Lori brings a very collaborative, thoughtful perspective on how to advocate for our clients, but she translates it in a constructive and thoughtful manner to our carriers," he said.

In addition, "she's a very collaborative, supportive colleague. If you look around the firm and the relationships and networks she has across Aon ... she's just very well-received," Mr. O'Connor said.

Part of that work involves promoting diversity at the firm and mentoring — she likes to mentor at least two colleagues a year, she said. With female colleagues, that also involves mentoring them on work/life balance issues, Ms. Goltermann said.

Gavin Souter

Dorina Hertner

Director of corporate insurance and risk management

7-Eleven Inc.

Irving, Texas

Age: 47

Risk management is a passion for Dorina Hertner. So is mentoring other women and the next generation of insurance and risk management professionals.

She leveraged a Bachelor of Science in math from Texas Tech University and her love of analytics into a career in risk management, including positions with Plano, Texas-based retailer J.C. Penney Co. and Carrollton, Texas-based motel chain G6 Hospitality L.L.C., previously Accor North America.

"Analytics are everywhere now," she said.

"It's become the new norm, and I think we're making great use of big data to help make better decisions and better anticipate what's going to happen."

Ms. Hertner is currently the director of corporate insurance and risk management for convenience store chain 7-Eleven Inc. and the president of the Dallas-Fort Worth chapter of the Risk & Insurance Management Society Inc. She also mentors risk management students at the University of North Texas and is helping form a local chapter of the Women Insurance



Networking Group, but she doesn't see mentorship as a one-way street.

"It's not just that we need to help the

millennials understand the work world," she said. "We need to understand their work world, their work style, where they're headed. It's complementing each other and that just creates a great deal of respect and collaboration ... I think there's a big opportunity for us to cross-mentor and support each other, because the world is changing and we both need the help to get ahead."

Olivier Poirot, Dallas-based CEO of restaurant conglomerate Le Duff America Inc., sings the praises of his former Accor risk manager, whom he still considers a close confidant and adviser. He raved about her ability to help French officials understand the complexities of 50 state workers compensation systems.

"She's obviously incredibly smart," he said. "She's one of those individuals who gives you the feeling that she has the answer to your question before you even ask it."

Gloria Gonzalez



Amy Ingram

Managing director, commercial risk management group

Baldwin Krystyn Sherman Partners L.L.C.

Tampa, Florida

Age: 45

"She gets projects done better than I ever envisioned. She's creative and brilliant. Maybe her best gift is her ability to motivate — people just want to do stuff for Amy. They really just adore her."

James West, Chubb Corp.

Amy Ingram has a wicked sense of humor — just ask anyone who knows her — that helps her get the best out of the people she leads.

Ms. Ingram, who leads the commercial risk management group with Tampa, Florida-based brokerage Baldwin Krystyn Sherman Partners L.L.C., earned her Bachelor of Arts degree from Madison, New Jersey-based Drew University in 1993. She said she was looking for a job at the time that would keep her in the area because "I didn't want to go home and live in my parents' basement."

She was lucky enough to get an interview and receive a job offer from Chubb Corp. in nearby Warren, New Jersey. Her friends were skeptical that the gregarious English major would enjoy working for an insurance company, but Ms. Ingram said she immediately fell in love with the culture and the job.

She started out as a boiler and machinery underwriter, which played to her analytical skills and allowed her to spend a lot of time with the engineering group in the field.

"It was a job that required a lot of marketing because you had to convince people that, one, they needed the coverage and, two, to remember to call you," she said.

Ms. Ingram left Chubb in March to lead the commercial risk management group for BKS Partners, where she oversees sales, account management and risk mitigation

strategies, among other responsibilities.

Ms. Ingram said she considers herself fortunate to work for a firm where two out of the three founding partners were women. "I think the role that women play in the industry has changed and that's certainly for the better," she said.

Chubb's clean tech group was in its infancy when Ms. Ingram took it over, but she turned it into a significant business for Chubb, said James West, executive vice president of Chubb in Whitehouse Station, New Jersey.

"I don't know if I've ever worked with anyone more talented than Amy," he said. "She gets projects done better than I ever envisioned. She's creative and brilliant. Maybe her best gift is her ability to motivate — people just want to do stuff for Amy. They really just adore her."

This is partly because of her positive attitude, Mr. West said, calling Ms. Ingram "nutty and hilarious and fun."

"She was a huge loss for us," he said. "It's a big set of shoes to fill."

His loss is a gain for Elizabeth Krystyn, founding partner of BKS, and the rest of the company.

"I think there's probably nothing she couldn't do," she said. "She's super focused and light-hearted at the same time. She doesn't take herself too seriously."

Gloria Gonzalez

ROAR



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Azurely Kerr

Senior vice president of operations
Sedgwick Claims Management Services Inc.
Southfield, Michigan
Age: 40

Azurely Kerr is one of the youngest senior vice presidents within Sedgwick Claims Management Services Inc. and is responsible for overseeing several lines of the third-party administrator's business, including workers compensation, disability claims and absence management.

In 1999, Ms. Kerr joined Sedgwick as a workers comp claims examiner. In two years, she was promoted to workers comp examiner team lead, and within another year was promoted to integrated disability manager, handling both workers comp and disability claims.

In 2006, she became responsible for Sedgwick's workers comp claims program and credited by Sedgwick President and CEO Dave North for revamping the program and turning it into a success.

"In this particular case, the client had reached a point where they were interested in exploring fresh ideas and a new pathway for growth," Ms. Kerr said. "I was tapped to lead the team in putting together a pilot program for consideration. Many key components came from listening to the client and being a part of the discussions in which they defined expectations. It was then pos-



sible to build custom claims solutions to address those specific needs."

"Azurely exemplifies Sedgwick's commitment to meeting client needs and what it

means to be a strong business partner," Mr. North said in an email.

By 2014, Ms. Kerr had been promoted to a senior vice president. Ms. Kerr lists her positive attitude and "enthusiasm with a smile" as traits that have gotten her this far.

"I think there is nothing better that a leader can do than show your colleagues that you thoroughly enjoy what you do, put on a smile every day, make work as fun as it can possibly be," she said.

Her positive attitude has not gone unnoticed. "She personifies the type of leader that you would want to represent your company," Mr. North said.

Ms. Kerr also played a role in founding the Michigan chapter of Kids' Chance, a nonprofit that provides educational opportunities for the children of workers seriously injured or killed on the job, something she is familiar with due to her workers comp background.

Joyce Famakinwa

Angela Matherly

Vice president of risk management and treasury
Snyder's-Lance Inc.
Charlotte, North Carolina
Age: 49

Angela Matherly's start in risk management was, to say the least, abrupt.

"I was an accountant, and part of my responsibilities was special projects" for Gardner Asphalt Manufacturing in Tampa, Florida, Ms. Matherly said. "And one day the president walked into my office with a cardboard box and said, 'You're now in charge of insurance,' which was very eye-opening for me because I'm one of those people who never even read their own auto policy."

That experience helped launch Ms. Matherly's career in risk management, which has continued for more than 25

years, and she is now vice president of risk management and treasury for Charlotte, North Carolina-based snack maker Snyder's-Lance Inc.

Ms. Matherly's current responsibilities include property/casualty placements, claims and litigation management, safety and loss control, corporate security, food products defense, business continuity, enterprise risk management and various treasury responsibilities. Among her accomplishments at Snyder's-Lance, the risk management department has helped reduce loss frequency and loss severity by over 50% in the past six years.



Risk management provides an excellent opportunity for women looking for a career in a financial field, said Ms. Matherly.

"Women have always had a better oppor-

tunity within this financial segment than probably any other segment out there," she said.

Outside of her day job, Ms. Matherly works with risk management students from Appalachian State University, her alma mater. She serves on the Board of Advisors for the Brantley Risk & Insurance Center at the university and hosts a workshop every spring for all the senior risk management students called "A Day in the Life of a Renewal."

"I'm just very pleased to see the ratio of men to women," she said, "because that's our future. It's really gratifying to see how successful all these young professionals are."

"She loves to develop people and teams that truly come together," Tom Lott, senior vice president at AmWINS Group Inc., who along with Ms. Matherly and three others is a founding director of the nonprofit Community Matters Insurance Partners of Charlotte, said in an email.

Rob Lenihan

Victoria Nolan

Risk and benefits manager
Clean Water Services
Hillsboro, Oregon
Age: 56

Victoria Nolan is held in high regard by her colleagues at Clean Water Services, where she conceived and championed the establishment of a captive insurer for the utility.

While captives are common among commercial organizations, they are not widespread among public entities.

Ms. Nolan, risk and benefits manager for the Hillsboro, Oregon-based utility, laid out the reasons why Clean Water Services should form a captive and was instrumental in launching the captive in July, said Diane Taniguchi-Dennis, her direct supervisor

and the utility's deputy general manager.

"She made a great business case as to why we should look at this, and once we made the decision to look at it further, she jumped right in," she said of the Hawaii-domiciled captive, Clean Water Insurance Co. L.L.C., of which Ms. Nolan serves as president.

And her attention to detail, helps her win support for her ideas, said Mark Poling, Clean Water's business operations director.

"She likes to get out there and meet everyone and answer their questions, even on small, detailed things," he said.



Ms. Nolan is also recognized outside of Clean Water Services. In 2015, she received the Ron Judd Heart of RIMS

award presented by the New York-based Risk & Insurance Management Society Inc., which honors an individual who keeps their chapter vibrant and relevant.

Ms. Nolan, who has worked at Clean Water Services for more than 26 years, said she became involved with RIMS because "I've always strived to learn more."

Her personal circumstances — Ms. Nolan transitioned to female in 2011 — have also made her more empathetic in her approach to risk management, she said: "Being able to be myself has allowed me to show more empathy, especially toward claimants."

Ms. Nolan has her own business, Victoria Nolan Enterprises L.L.C., to assist organizations with diversity and inclusion and to give her the opportunity to "help someone by being in a position to help others understand what it's like, what we go through."

Judy Greenwald



Vilma Palma-Blackmon

Senior vice president

Gallagher Bassett Services Inc.

Miramar, Florida

Age: 53

In her words, Vilma Palma-Blackmon fell into the insurance industry by accident: She began her career in workers compensation as an adjuster and was attracted to the work because it gave her the opportunity to make a positive impact in the lives of those who had suffered a loss.

“Truly seeing the injured workers restored to health and going back and leading productive lives pretty much fueled my passion for the work and the industry. Making a difference is what did it,” she said.

Ms. Palma-Blackmon has been in her position as senior vice president with Gallagher Bassett Services Inc. for more than 10 years and oversees the third-party administrator’s Southeast claims operations. She is involved with strategic planning and execution, which includes helping build the Gallagher Bassett brand and reputation, maintaining its corporate culture and recruitment.

These days, she said she is focused on making a difference in the lives of clients her colleagues. She is fond of saying, “We all have a duty to open the door so that others can walk through it.”

Ms. Palma-Blackmon has taken an active role in bringing in the next generation of future industry executives by serving as the executive sponsor of

Gallagher Bassett’s college trainee program.

Her colleagues point to her support of her co-workers as a defining trait that upholds Gallagher Bassett’s culture.

“Her tenacity and expertise — not to mention her generosity in developing and supporting people — are what we are all about here at GB,” said Scott Hudson, Itasca, Illinois-based president and CEO of Gallagher Bassett.

“Vilma is a terrific leader and a huge asset to our claims operation. I know from seeing her in action that she is the absolute embodiment of our culture,” said Ajay Sinha, Itasca-based executive vice president of Gallagher Bassett’s claims operation.

Ms. Palma-Blackmon credits her father as her biggest influence. She said he raised her not to see limitations, and that with hard work no goal was beyond her reach.

“I didn’t realize that there could be limitations or that maybe even external forces could get in the way, so by the time I entered the job market he had ingrained such confidence in me. It was such a great belief system for me. It was part of my DNA,” she said.

Joyce Famakinwa

“Her tenacity and expertise — not to mention her generosity in developing and supporting people — are what we are all about here at GB.”

Scott Hudson,
Gallagher Bassett
Services Inc.



Congratulations.

Marsh salutes Patricia Steis on being named a 2016 Woman to Watch by *Business Insurance*.

Patti’s leadership and client relationship skills, technical acumen, and track record for success are second to none. We celebrate Patti and all of the 2016 Women to Watch being honored today.



Gina Papush

Global chief data and analytics officer

QBE Insurance Group Ltd.

New York

Age: 45

Gina Papush has only been with QBE Insurance Group Ltd. for two years, but she has been very busy.

Ms. Papush was appointed chief data and analytics officer of QBE this year and her responsibilities reach across all of QBE's regions including North America, Europe, Australia and New Zealand and emerging markets.

She joined the company in 2014 as the chief data and analytics officer for QBE North America. She says the use of data and analytics is "relatively new in the property/casualty space, but something

I've been doing for pretty much all of my career."

"I love being able to build and help the company to grow and create new capabilities, and QBE gave me a... unique opportunity to do that," she said.

After moving to the United States from Ukraine in the 1990s, Ms. Papush began her career as a researcher and worked for companies such as GE Capital Card Services and Fulcrum Analytics Inc.

She later joined Citigroup Inc. as managing director and head of decision management for global mortgages.



Ms. Papush said working at the bank during the 2008 financial crisis was a crucial point in her career.

"I was the running the decision analytics

team for the real estate business," she said. "It was very rewarding professionally. Once in a lifetime, you work through a crisis situation like that. I learned a great deal at Citi."

Ms. Papush said she believes the insurance industry could learn from the banking industry in terms of providing opportunities to women.

"When you look across banking, you see female CEOs and CFOs that are well-represented, but they could still do more," she said. "There are very successful women in insurance who have come from a more traditional track of underwriting and insurance operations. I absolutely think it should be as attractive as banking and more so, because there's a lot more to do."

Colin Fagen, group chief operations officer with QBE, said Ms. Papush "is a role model and has created a career pathway for aspiring data scientists and female leaders in the organization."

Rob Lenihan

Kristen Peed

Director of corporate risk management

CBIZ Inc.

Cleveland

Age: 41

As a believer in lifelong education, Kristen Peed loves that the insurance industry constantly gives her the opportunity to learn.

"It's so dynamic. There is always something new to learn. This is an evolving industry. Risk managers ... have taken on a more dynamic and important role at our companies, and now we are able to participate in strategic risk rather than being just a person who purchases insurance," she said.

As director of corporate risk management for Cleveland-based CBIZ Inc., Ms.

Peed is responsible for the placement and negotiation of the brokerage's corporate insurance policies. She is in the company's legal department and works with CBIZ's corporate account attorneys on claims management.

Since joining CBIZ in 2015, moving from another risk management position, she has restructured all of CBIZ's insurance programs and reorganized the company's claims management system.

Ms. Peed also spearheads the development of CBIZ's business continuity plans and enterprise risk management program.



Mike Gleespen, general counsel and corporate secretary at CBIZ, describes Ms. Peed as "a force of nature" for her ability to be involved in so many projects and her

work as a mentor.

"She is committed both to the success of the company and the success of the community. If I look at what she has done with our insurance program, basically she has saved us 15% on our renewals by actively working with our internal brokerage team to interface with carriers and gather data that's significant enough to get us a reduction in that size," Mr. Gleespen said.

Ms. Peed is involved in leading several of CBIZ's various fundraising programs for charities such as Dress for Success.

"You have to make sure you're giving back to your communities, to others. That's so critical. One of my favorite things about the insurance industry is that we really are a community-focused industry. The whole purpose of the industry is to protect people and their assets, so it plays into volunteering with nonprofits or giving your time to mentor students," Ms. Peed said.

Joyce Famakinwa

Ana Robic

Executive vice president and regional commercial insurance manager for Canada

Chubb Ltd.

Toronto

Age: 40

Ana Robic thought about becoming either a lawyer or a journalist, but decided she needed office experience before graduating from Queen's University with an Honors Bachelor of Arts degree in economics and political science in 1999.

She took an internship with then-Chubb Corp. and the rest, as they say, is history.

What won Ms. Robic over and led to a 17-year career in the insurance industry was that the company was uninterested in having its interns perform menial tasks such as fetching coffee. By the end of her three-month internship, she was making a pitch on an auto parts manufacturer's account,

one of the ways in which Chubb "gave a really good glimpse" at what a career in the industry would be like.

The company frequently transferred her to different divisions and positions, at times before she herself thought she was ready, allowing her to utilize her skills and expertise but be constantly challenged by learning about new industries. "You don't have to know everything to try everything," she said. "Women do themselves a disservice by thinking every box has to be checked off."

She considers herself fortunate to work for Chubb in Canada where "there's no glass ceiling," with two female CEOs



during her tenure. But she understands that isn't true for the rest of the industry and other sectors.

"It's an anomaly amongst my friends," she said, adding that major industry

events, including a recent golf tournament in which she was one of only two women playing, are still dominated by men.

Ms. Robic was integral in ensuring a smooth transition of the Canadian operations of Ace Ltd. and Chubb after the insurers agreed to merge in July 2015. That included leading "ice breaker" meetings for Chubb and Ace staffers to get to know each other and determine how to integrate their portfolios, including detailed conversations about risk selection, said Ellen Moore, president and CEO of Chubb Insurance Co. of Canada in Toronto.

"She's a very calming, stabilizing influence," said Gregory Belton, executive chairman for Hub International Ontario in Toronto, who works with her on client insurance placements. "There are no surprises with Ana. She's a straight shooter. You don't always get what you want from her, but you understand where she's coming from."

Gloria Gonzalez



Jennifer Saddy

Director of workers compensation, corporate insurance and risk management

American Airlines Group Inc.

Fort Worth, Texas

Age: 39

When news broke that two of the largest airlines in the United States were merging, Jennifer Saddy translated that into a restructuring of a workers compensation system that would encompass 115,000 employees between American Airlines and US Airways.

In 2013, with the ink drying on the merger between the airlines' parent companies, Ms. Saddy, who was then the workers compensation manager for US Airways, was selected to manage a risk management department of 18 employees for what would become American Airlines Group Inc.

It was a massive undertaking, she said.

"The biggest challenge that we had with workers comp was the volume of legacy claims that remained opened," she said, adding that there were 7,224 combined workers comp claims under both airlines, some still open. "We had to work on how to move forward, and try to work through those, and try to combine the program for the more recent injuries."

It wasn't her first merger: Ms. Saddy was working at US Airways in 2005 when it absorbed the much-smaller American West Airlines. With a total of 40,000 employees, it

was "substantially different" in scale and complexity than the latest round of combining two systems for the best program, she said.

Paul Morell, Dallas-based vice president for safety, regulatory compliance, and environmental for American Airlines, said Ms. Saddy's "enthusiasm, talent, and insight" made all the difference. And her work goes beyond the insurance component, he said.

"She's not just managing workers comp," he said. "She is very active and engaged in working with the safety organizations and the operations groups, where the injuries happen. If you think about what we are trying to do, to take care of employees who are injured ... We try to keep our employees from getting injured."

Ms. Saddy, who has received accolades from American Airlines' leadership, says her biggest compliments are from her 7-year-old daughter, Tessa.

"My daughter wants to be in insurance and workers compensation," she said. "Nobody wants to be in insurance, but she ... thinks it's amazing... She wants to follow in my footsteps."

Louise Esola

"My daughter wants to be in insurance and workers compensation. Nobody wants to be in insurance, but she ... thinks it's amazing... She wants to follow in my footsteps."

Jennifer Saddy,
American Airlines Group Inc.

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Patricia Steis

Managing director and office head

Marsh USA Inc., a unit of Marsh L.L.C.

Washington

Age: 50

Patricia Steis took a bit of a circuitous route to the insurance industry, but she's enjoyed the journey.

"I had been practicing law," said Ms. Steis, managing director and head of the Washington office of Marsh USA Inc., a unit of Marsh L.L.C. "I enjoyed and was challenged in my life as a lawyer, but I didn't see any long-term future as a litigation associate at a law firm."

Through networking, Ms. Steis learned of possibilities in the insurance industry, which led to an underwriting position at Gulf Insurance Group K.S.C.P.

"Some would look at it as definitely a step down the ladder — I took a pay cut, but it was for the right reasons. Starting at Gulf was a great point of entry. I'd really never picked up an insurance policy before, except for my homeowners policy. I feel very fortunate for that opportunity."

Ms. Steis then moved over to the brokerage side of the industry, which she found to be a perfect fit for her skills and her desire to work with clients.

"It was very different from litigation, where I felt there were always two losers," she said.

"Nobody ever felt like they won everything they wanted, and you're kind of banging heads day in and day out. What we do now in brokerage, we feel like there are winners on both sides. We work with carriers, we work with clients and hopefully find common winning ground for all."

Ms. Steis was appointed Marsh USA's Washington office head in 2011, and also helped launch the Washington chapter of Marsh's Women's Executive Business to Business network.

"It's definitely a terrific industry for women, and there's a lot of opportunity," she said.

Allison Balliett, senior manager insurance risk management at Booz Allen Hamilton Inc., used to work with Ms. Steis and is now a client. She said she admires how Ms. Steis takes time to understand her clients beyond "the nuts and bolts of their business and their buying behavior" and gets to know "their likes, dislikes, challenges — even the names of their kids and pets."

"In my view, Patti is quite simply the whole package," Ms. Balliett said in an email.

Rob Lenihan

"I enjoyed and was challenged in my life as a lawyer, but I didn't see any long-term future as a litigation associate at a law firm."

Patricia Steis,
Marsh USA Inc.

QBE congratulates
Gina Papush
as one of
Business Insurance's
Women To Watch





Jill Tellez

Senior vice president, professional liability

Victor O. Schinnerer & Co. Inc.

Chevy Chase, Maryland

Age: 57

Jill Tellez has prided herself on being adaptable during her more than 35 years in the insurance industry.

She began her career as a junior underwriter and now is senior vice president of professional liability at Victor O. Schinnerer & Co. Inc., where she has been one of the architects of the underwriting manager's recently launched cyber protection package.

"I've watched the evolution of cyber for the last 15 years," said Ms. Tellez, who joined Schinnerer in January 2015. "It has really evolved ... I think now we're fully realizing the impact that it has on daily lives, our political lives and our corporate lives. It's definitely part of almost every conversation."

Ms. Tellez's cyber experience began while she was working for Alexander & Alexander Services Inc., a brokerage that was acquired by Aon P.L.C. in 1996.

"I was one of the few female producers with Aon," she said. "No one really wanted tech, telecom or life sciences as an industry focus. It was this mystery kind of thing, so I sort of raised my hand and said, 'I'll try it.' When I look back on that decision, I think it was very serendip-

itous. Little did I know that would lead me to helping form and be part of the technology practice at a major brokerage firm."

Ms. Tellez became a national practice leader for network and privacy risk at Aon and had the opportunity to serve on a White House cyber space security task force under President George W. Bush.

"We were tapped to be part of a task force with the White House on securing the critical infrastructure of the country against cyber terrorism," Ms. Tellez said.

Ms. Tellez said it's no secret that insurance is a male-dominated industry, and she has helped form women's groups at the various companies where she has worked.

"We have each other's back here to support each other, inspire, empower," she said.

Schinnerer President Brian Hanuschak called Ms. Tellez "a natural leader."

"She is instrumental in our company's drive to support colleague development, innovation and the career development of our professional liability teams," Mr. Hanuschak said in a statement.

Rob Lenihan

I was one of the few female producers with Aon. No one really wanted tech, telecom or life sciences as an industry focus. It was this mystery kind of thing, so I sort of raised my hand and said, 'I'll try it.' "

Jill Tellez,
Victor O. Schinnerer & Co. Inc.

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Gretchen Thompson

Regional vice president—Southern California
Hartford Financial Services Group Inc.
Brea, California
Age: 38

Gretchen Thompson is following a long family tradition in the insurance sector. Her father, Gary Thompson, who began as an underwriting trainee in Hartford Financial Services Group Inc.'s Overland Park, Kansas, office, retired from the insurer as an executive vice president, said Ms. Thompson. A grandfather and several uncles and cousins have worked in the industry as well, she said.

Yet Ms. Thompson did not follow a direct route into the industry. Her first job out of college was working in finance

at Fairfield, Connecticut-based General Electric Co.

She then began work in the Hartford's mergers and acquisitions unit before assuming a product development role, then made her way over to middle-market business, she said. Ms. Thompson was promoted to regional vice president about a year-and-a-half ago.

She credits much of her success to Hartford's leaders, who "take an interest in folks at the company who want to work hard." Ms. Thompson said she "never felt like a



number. You always felt like an individual." "Gretchen has been a very strong field leader for the Hartford in our middle-market segment" who inspires her colleagues

as well as her clients, said Tracy Ant, New York-based senior vice president for field sales and execution, who has known Ms. Thompson since late 2013.

"She's incredibly resourceful and collaborative, and she is a fierce competitor," said Ms. Ant, who was a *Business Insurance* Woman to Watch in 2006.

Ms. Thompson said she also appreciates her time spent in college as a softball player on an NCAA Division 1 team. It gave her a "great perspective" as a business major to play with students who were studying to become nurses or teachers, she said.

Ms. Thompson, who lives in Orange County with her wife, Melissa Thompson, and daughters Shaye, 5, and Kennedy, 2, said Hartford has always been supportive of her lifestyle and that she has never been made to feel "any different than anyone else."

Judy Greenwald

Vyviienne Wade

International commercial director
Arthur J. Gallagher
London
Age: 54

The variety offered by a career in insurance and the power to help improve people's lives are two of the reasons Vyviienne Wade, international commercial director at Arthur J. Gallagher, which is Arthur J. Gallagher & Co.'s international broking and underwriting division in London, enjoys her role.

Ms. Wade, who also is managing director of Gallagher's operations in Latin America, Canada, Europe and the Caribbean, first came across the industry while studying commercial law at university and discovered it to be a fascinating discipline that does "not exist in a vacuum."

"Everything from peoples' pets to oil rigs

to national pension liabilities are insured, so the canvas for an insurance professional to paint on is almost without boundaries," Ms. Wade said.

Ms. Wade began her career as a barrister specializing in insurance law before joining an international brokerage and then moving to another international brokerage, London-based Jardine Lloyd Thompson Group P.L.C.

In 2002, she was appointed an executive director at JLT, then ranked No. 5 in *Business Insurance's* ranking of top brokerages — making her the only female board member of one of the world's largest brokerages at that time.



Since joining Arthur J. Gallagher in 2013, Ms. Wade has led investments in Norway, Peru and Canada and helped spearhead Gallagher's drive to expand in South America, Mexico, Canada, the Caribbean and Central Europe, among

other things.

Ms. Wade said that among the best advice she has been given is that when you become responsible for a new area of business, steep yourself in that for at least 90 days before making any decisions.

"Write down on Day One what your thoughts are about the business and how you would like to change it and revisit that on Day 60, and almost certainly the answer will be different," she said.

For women considering entering the industry, Ms. Wade said "it seems to me that the requisite skill sets are being bright and quick on the uptake; having an open and generally sunny disposition; being a good listener and a good advocate for your client's position."

"These skills can be found in the right people irrespective of gender or race, and there is no reason at all that women cannot have a fulfilling and interesting career in the insurance industry if they turn their minds to it," she said.

Sarah Veyssey

Lynn Zeitler

Senior vice president, head of special lines, product underwriting
Zurich North America
Schaumburg, Illinois
Age: 51

In an industry where many people find success by finding a niche and sticking with it, Lynn Zeitler found herself taking a different track a couple of years ago and has thrived.

After spending most of her career concentrating largely on casualty lines, in 2014 she was asked to change roles and look after specialty lines, "which basically I'd never underwritten before," said Ms. Zeitler, Schaumburg, Illinois-based senior vice president and head of specialty lines, product and underwriting at Zurich North America.

But after only a year on the job, Ms. Zeitler was told she was "actually having a positive impact" on the business. "It was a great thing for me" to so "quickly add value," she said.

Bringing out the best in the great team she worked with was a big part of the success, she said.

"I recognize that my success depends on the success of people around me, and so I look for opportunities for people to demonstrate their capabilities and then help provide them with the support they need to succeed," said Ms. Zeitler, who



joined Zurich in 1993.

Brian Hodges, who had been her subordinate and is now senior vice president for commercial surety at Zurich North Amer-

ica, said support from Ms. Zeitler helped him succeed.

"She is always very honest and straightforward" and provides "a crystal-clear understanding of what is expected of you," he said.

Ms. Zeitler said she, too, has benefited from working with others who have supported her. Mary Merkel, who retired as Zurich North America's chief underwriting officer earlier this year, had a great influence on her career. "She was a great role model because she was very focused and genuine and very fair, and those are the things I've taken away from her and learned from her," Ms. Zeitler said.

Ms. Zeitler's father was risk manager at Wichita, Kansas-based Koch Industries Inc., and while that had some influence on her insurance industry career choice, in addition, "I thought it would be a place where I could really make a difference."

Judy Greenwald

Berkshire unit covers employment practices

Berkshire Hathaway Specialty Insurance Co. is introducing an employment practices liability insurance policy that provides up to \$25 million in limits.

The policy, which is an addition to its existing Executive First suite of products, provides “broad, modern” coverage for companies facing harassment, discrimination and other claims made by employees, regulators, customers and others, the Boston-based unit of Berkshire Hathaway Inc. said in a statement.

The policy is designed to protect companies and executives from the “full spectrum” of claims in the employment area, including wrongful termination, harassment, discrimination, retaliation and failure to employ or promote, the insurer said in the statement.

It provides coverage for exposures including those arising from genetic information, military status, sexual orientation or preference, and improper internet activity issues, while harassment is broadly defined as sexual or workplace harassment of any kind, the insurer said.

Policyholders will have access to EPL First, an online repository of human resources training and compliance resources, as well as help line services from an attorney, with both services provided by San Francisco-based law firm Littler Mendelson P.C., according to the statement.

Broadspire to partner with program provider

Sarasota, Florida-based Adva-Net has partnered with Atlanta-based third-party administrator Broadspire Services Inc. to provide pain management services for injured workers.

The partnership will provide a centralized communication portal, clinical oversight, ease in scheduling appointments and a network of provider options, Adva-Net said in a statement.

Adva-Net is a provider of pain management and post-acute care programs. Broadspire, a unit of Atlanta-based claims management firm Crawford & Co., manages workers compensation and liability claims.

Aon offers cyber risk tool for E.U. rule change

Aon P.L.C. has introduced a risk management product aimed at helping firms prepare for the European Union’s General Data Protection Regulation, which is due to come into force in May 2018.

The E.U. regulation includes a mandatory breach notification requirement, increased privacy rules — including a



Policy offered for lumber industry gear

Berkley Program Specialists, a unit of W.R. Berkley Corp., has joined with managing general agent Specialty Program Solutions to create a new inland marine program aimed at helping protect mobile equipment and machinery used by logging, lumbering and construction companies in the Southeast.

Coverage for first-party physical damage is extended to trade-specific items such as skidders, feller bunchers, log loaders, delimiters, chippers, backhoes, bulldozers and excavators, Naperville, Illinois-based Berkley Program Specialists said in a statement.

Eligible risks include chipping operations, land clearing operations, woodyards, sawmills, timber dealers, grading/excavation contractors, general contractors and developers, among others, according to the statement.

Up to \$10 million in limits are available, a Berkley Program Specialists spokeswoman said in an email.

“With the focus and attention that Berkley Program Specialists offers to niches like this, we are confident we have the right provider to help build a market leading program in short order,” Jeff Vaughn, vice president of Alpharetta, Georgia-based Specialty Program Solutions, said in the statement.

“right to be forgotten” — and fines of up to 4% of global annual turnover for companies that don’t comply with the rules.

Aon said its E.U. Data Protect product will include: a readiness assessment tool to identify, prioritize and remediate gaps in compliance programs; a data breach modeling tool; a policy endorsement that covers exposures resulting from the regulation; and access to post-event advisory services, including incident response, digital forensics and claims-handling capabilities.

The regulation “represents a significant regulatory challenge facing firms that do business in the E.U.,” said Renette Pretorius, cyber practice leader at Aon in London, in a statement.

Insurer offers D&O cover for private companies

Kinsale Insurance Co.’s management liability division is introducing a private company/organization directors and officers policy offering up to a \$5 million limit in primary coverage.

The unit of the Richmond, Virginia-based excess and surplus lines insurer targets hard-to-place and distressed accounts that may have a poor loss history or problematic financials, or that operate in tough industries, Kinsale said in a statement.

Target classes include construction, consulting firms, manufacturing including pharmaceuticals, oil and gas, property management, technology firms, transportation and wholesalers/distributors.

The coverage is available on a stand-alone basis or packaged with Kinsale’s employment practices liability and fiduciary liability products, and is written on a nonadmitted basis on a claims-made and reported coverage form, the company said.

Philadelphia increases capacity for art coverage

Philadelphia Insurance Cos. said it will partner with affiliate Tokio Marine America to provide coverage for museums and cultural institutions.

The partnership gives Bala Cynwyd, Pennsylvania-based Philadelphia Insurance an increased capacity up to \$100 million per location for fine arts collections. The previous capacity was \$10 million total for all locations.

The new coverage will include worldwide coverage, coverage of fine art while in transit and on loan, shared deductible, title defense coverage and restoration, retouching and conservation coverage, Philadelphia said in the statement.

“Fine arts collections have unique exposures due to their value and the different ways they are displayed and maintained,” said Bob Groff, assistant vice president of underwriting at Philadelphia Insurance, in the statement.

DEALS & MOVES

Argo agrees to buy Lloyd’s reinsurer

Bermuda specialty insurer Argo Group International Holdings Ltd. said it has agreed to acquire insurance and reinsurance underwriter Ariel Re Bda Ltd. for about \$235 million cash.

The acquisition, which is expected to be completed during the first quarter of 2017, is subject to regulatory approvals.

Bermuda-based Ariel Re is jointly owned by Banco BTG Pactual S.A. and the Abu Dhabi Investment Council and underwrites a global portfolio of insurance and reinsurance business through Lloyd’s syndicate 1910, Argo said in a statement.

Marsh acquires U.K. broker from Axia

Marsh L.L.C. said it has agreed to acquire U.K. brokerage Bluefin, a subsidiary of Axia UK P.L.C.

The transaction is expected to close in the first quarter of 2017.

Marsh bought Bluefin for £295 million (\$368.5 million), Axia UK said in a separate statement.

Bluefin, which was founded in 2008 and has about 1,500 employees in 45 countries, will merge with Jelf Group, a U.K. insurance brokerage Marsh acquired in 2015.

AIG sells Japanese life insurance division

American International Group Inc. has agreed to sell its Japan life insurance business, AIG Fuji Life Insurance Co. Ltd., to Hong Kong-based FWD Group Management Holdings Ltd.

Terms of the deal were not disclosed. AIG said in a statement that the transaction, which is subject to regulatory approval, does not affect AIG’s nonlife insurance business in Japan.

Hub expands West Coast operations with two buys

Hub International Ltd. has made two acquisitions that will expand the Chicago-based broker’s footprint on the West Coast.

Hub said it has acquired the book of business of Newport Beach, California-based Jamie Campbell Younger, which specializes in property/casualty and surety bond insurance solutions for the construction, renewable energy and transportation industries. Additionally, Hub said it has acquired Santa Barbara, California-based Riviera Insurance Services L.L.C., which specializes in property/casualty insurance and employee benefits.

Terms of the deals were not disclosed.

BEST PLACES TO WORK 2016



Best Places program lists leading insurance industry firms

To those on the outside, insurance might seem like a starchy and boring business. In reality, the industry's leading companies are attracting talent because the offer interesting, meaningful and flexible work.

Best Places to Work in Insurance is an annual feature presented by *Business Insurance* and Best Companies Group that lists the agents, brokers, insurers and other providers with the highest levels of employee engagement and satisfaction.

The 2016 report features

75 companies of various sizes, from 27 employees to more than 6,000. What they have in common is a commitment to attracting, developing and retaining great talent through a combination of benefits and other programs that their employees value.

Harrisburg, Pennsylvania-based Best Companies Group identifies the leading employers in the insurance industry by conducting a free two-part assessment of each company.

The first part is a

questionnaire completed by the employer about company policies, practices and demographics. The second part is a confidential employee survey on engagement and satisfaction. Best Companies Group takes the data and analyzes them according to eight core focus areas: leadership and planning, corporate culture and communications, role satisfaction, work environment, relationship with supervisor, training, development and resources, pay and benefits,

and overall engagement.

The program divides employers into the categories of small, or 25-249 employees; medium, 250-999 employees; and large, 1000 or more employees. The 2016 overall winners, by employer size, are:

Small: **SIG**

Medium: **Assurance**

Large: **Lockton Companies**

The following report highlights what makes these and other companies in the insurance industry among the best places to work.



Lockton Companies



Assurance



SIG



LARGE EMPLOYER CATEGORY (1,000+ U.S. Employees)

Rank	Company	U.S. Employees
1	Lockton Companies	3863
2	AF Group	1140
3	West Bend Mutual Insurance Company	1205
4	CBIZ Benefits & Insurance Services, Inc.	1385
5	Philadelphia Insurance Companies	1896

MEDIUM EMPLOYER CATEGORY (250-999 U.S. Employees)

Rank	Company	U.S. Employees
1	Assurance	438
2	Lawley	348
3	Discovery Benefits	587
4	Hylant	625
5	J. Smith Lanier & Co.	620
6	Liazon	334
7	Digital Insurance	740
8	Holmes Murphy & Associates	724
9	Amerisure Mutual Insurance Company	733
10	EPIC Insurance Brokers & Consultants	799
11	The Navigators Group, Inc.	512
12	Gilsbar, LLC	327
13	Paychex Insurance Agency	805
14	TMNA Services, LLC	399
15	AMERISAFE	456
16	Tokio Marine America	399
17	Insurance Office of America	503

SMALL EMPLOYER CATEGORY (25-249 U.S. Employees)

Rank	Company	U.S. Employees	Rank	Company	U.S. Employees
1	SIG	42	26	Rogers & Gray Insurance	128
2	Origami Risk	87	27	The Plexus Groupe LLC	103
3	Reliance Partners	28	28	Fred C. Church Insurance	132
4	Bumham Benefits	69	29	Falls Lake Insurance Companies	67
5	Baldwin Krystyn Sherman Partners	116	30	Falvey Insurance Group, Ltd.	74
6	Alltrust Insurance	38	31	Gunn-Mowery, LLC	68
7	Lovitt & Touché	187	32	IPMG	134
8	PRITCHARD & JERDEN	95	33	HNI Risk Services	123
9	Business Benefits Group	39	34	ABD INSURANCE & FINANCIAL SERVICES	199
10	Marsh & McLennan Agency Michigan Health & Benefits Team	94	35	Integrity Insurance	104
11	Alternative Service Concepts	127	36	The Partners Group, Ltd.	125
12	Atlas General Insurance Services	161	37	Odell Studner Group	51
13	Dubraski & Associates Insurance Services, LLC	34	38	Lacher & Associates	35
14	M3 Insurance	227	39	Cambridge Consulting Group	60
15	SAHOURI.	33	40	McConkey Insurance & Benefits	82
16	Connor & Gallagher OneSource	57	41	Avalon Risk Management Insurance Agency LLC	131
17	The Insurance Exchange, Inc.	38	42	Spring Venture Group	208
18	Costello & Sons Insurance Brokers, Inc.	34	43	Lipscomb & Pitts Insurance, LLC	127
19	ECBM Insurance Brokers and Consultants	76	44	Carroll Insurance Agency, Ltd.	32
20	MarketScout	68	45	Networked Insurance Agents, LLC	109
21	Preferred Insurance Services, Inc.	27	46	Berkley North Pacific (a W.R. Berkley Company)	118
22	TexCap Insurance	37	47	A.I.M. Mutual Insurance Companies	161
23	Hoffman Brown Company	54	48	Cumberland Insurance Group	152
24	Safeware	53	49	American Integrity Insurance	142
25	Kapnick Insurance Group	151	50	Wallace Welch & Willingham	93
			51	The MGIS Companies, Inc.	55

BEST PLACES TO WORK 2016



Large employer (1,000+ employees)

Lockton Companies

Kansas City, Mo.-based **Lockton Companies** has ranked as the top large employer in Best Places to Work in Insurance for four consecutive years. The brokerage also has dominated the large agents/broker category, ranking No. 1 for eight consecutive years. Celebrating its 50th anniversary in 2016, Lockton today comprises more than 6,000 associates serving

clients around the world in commercial insurance, risk management and employee benefits. It ranks among the 10 largest insurance brokerages in the world. When Lockton's employees compile their favorite things about the firm, the list includes: the organization lives its values, Lockton has a culture of support, and the firm's culture fosters sharing information and expertise to serve clients. Charitable involvement is also

encouraged and supported, and Lockton presents each employee a Rolex watch on his or her 10th anniversary of employment.

AF Group earned second place in the large employer category in the 2016 Best Places to Work in Insurance and first-place honors as an insurer/provider (see profile, page 3). Ranking third in Best Places to Work in Insurance was **West Bend Mutual**

Insurance Company The West Bend, Wisconsin-based property/casualty insurer has 1,205 U.S. employees.



Lockton associates in Atlanta serve Thanksgiving meals to homeless veterans.

1

Lockton Companies

2

AF Group

3

West Bend Mutual Insurance Company

Medium employer (250-999 employees)

Assurance

For four years running, Schaumburg, Illinois-based **Assurance** has earned top honors in the Best Places to Work in Insurance as a medium size employer. The retail broker provides a broad range of business and personal insurance products, employee and executive benefits, surety bond placement, safety consulting, claims advocacy and wellness programs. Assurance's 438 employees give the firm high marks for its branded perks program, commitment to charities and its incentive program

recognizing colleagues' efforts. The company's culture is marked by working--and playing--hard. The Assurance Olympics is a team-building set of offbeat events in which employees engage in friendly competition. Assurance's Shared Success program provides bonuses for achieving companywide goals.

Second place in the medium size employer category in the 2016 Best Places to Work in Insurance went to **Lawley**, a privately owned firm specializing in property and



More than 90% of Assurance employees use special time off provided to participate in charitable activities.

casualty insurance, employee benefits and risk management consulting. Buffalo, New York-based **Lawley's** 348 workers value the firm's culture of work/life balance and employee appreciation. Ranked third was **Discovery Benefits**. The Fargo, N.D.-based

benefit consulting firm serves employers nationwide with benefit consulting and plan administration services. Its 587 employees value Discovery's employee appreciation events, flexible work options and professional development programs, among other perks.

1

Assurance

2

Lawley

3

Discovery Benefits

Small employer (25-249 employees)

SIG earned top honors in this category of Best Places to Work in Insurance (see profile, page 3). Runner-up in the small-

employer category was Chicago-based **Origami Risk**, a risk technology services company that has 87 U.S. employees.

In third place was **Reliance Partners**, a Chattanooga, Tennessee-based insurance brokerage with 28 employees.



At Community Service Day 2016, SIG employees pick produce at Fresh Fruit Farms, which provides fresh produce to local food banks and providers.

1

SIG

2

Origami Risk

3

Reliance Partners

BEST PLACES TO WORK 2016



Insurers/Providers

AF Group

The top insurance company/provider in the 2016 Best Places to Work in Insurance is Lansing, Michigan-based AF Group. AF specializes in workers compensation products and services, including

loss control, analytics and risk management. AF Group traces its history back more than 100 years to its founding as Michigan's accident fund. Today, the company has 1,140 U.S. employees and writes workers

comp business in all 50 states. What do employees love about AF Group? Its culture of open communication, inclusion, innovation, and caring and sharing for communities through volunteerism.



BEST PLACES TO WORK IN INSURANCE 2016: INSURERS/PROVIDERS

Rank	Company	U.S. Employees
1	AF Group	1140
2	West Bend Mutual Insurance Company	1205
3	Falls Lake Insurance Companies	67
4	Amerisure Mutual Insurance Company	733
5	Integrity Insurance	104
6	The Navigators Group, Inc.	512
7	Gilsbar, LLC	327
8	Philadelphia Insurance Companies	1896
9	Berkley North Pacific (a W.R. Berkley Company)	118
10	A.I.M. Mutual Insurance Companies	161
11	Cumberland Insurance Group	152
12	American Integrity Insurance	142
13	Wallace Welch & Willingham	93
14	AMERISAFE	456
15	Tokio Marine America	399
16	Insurance Office of America	503

Honoring two employees turning 50, SIG hosts a celebration Urban Pirate Cruise in Baltimore's Harbor.

BEST PLACES TO WORK IN INSURANCE 2016: AGENTS/BROKERS

Rank	Company	U.S. Employees	Rank	Company	U.S. Employees
1	SIG	42	29	Kapnick Insurance Group	151
2	Reliance Partners	28	30	J. Smith Lanier & Co.	620
3	Burnham Benefits	69	31	Liazon	334
4	Baldwin Krystyn Sherman Partners	116	32	Rogers & Gray Insurance	128
5	Alltrust Insurance	38	33	The Plexus Groupe LLC	103
6	Assurance	438	34	Fred C. Church Insurance	132
7	Lovitt & Touché	187	35	Digital Insurance	740
8	PRITCHARD & JERDEN	95	36	Falvey Insurance Group, Ltd.	74
9	Business Benefits Group	39	37	Gunn-Mowery, LLC	68
10	Marsh & McLennan Agency Michigan Health & Benefits Team	94	38	IPMG	134
11	Alternative Service Concepts	127	39	HNI Risk Services	123
12	Atlas General Insurance Services	161	40	ABD INSURANCE & FINANCIAL SERVICES	199
13	Dubraski & Associates Insurance Services, LLC	34	41	Holmes Murphy & Associates	724
14	M3 Insurance	227	42	The Partners Group, Ltd.	125
15	SAHOURI.	33	43	Odell Studner Group	51
16	Connor & Gallagher OneSource	57	44	Lacher & Associates	35
17	Lawley	348	45	Cambridge Consulting Group	60
18	The Insurance Exchange, Inc.	38	46	McConkey Insurance & Benefits	82
19	Lockton Companies	3863	47	Avalon Risk Management Insurance Agency LLC	131
20	Costello & Sons Insurance Brokers, Inc.	34	48	Spring Venture Group	208
21	Discovery Benefits	587	49	Lipscomb & Pitts Insurance, LLC	127
22	ECBM Insurance Brokers and Consultants	76	50	Carroll Insurance Agency, Ltd.	32
23	MarketScout	68	51	EPIC Insurance Brokers & Consultants	799
24	Preferred Insurance Services, Inc.	27	52	Networked Insurance Agents, LLC	109
25	TexCap Insurance	37	53	CBIZ Benefits & Insurance Services, Inc.	1385
26	Hoffman Brown Company	54	54	Paychex Insurance Agency	805
27	Hylant	625	55	The MGIS Companies, Inc.	55
28	Safeware	53	56	The Nitsche Group	124
			57	GFI Insurance Brokerage Inc.	34

Agents/Brokers

SIG

SIG is riding a two-year streak as an honoree in the Best Places to Work in Insurance. Baltimore, Maryland-based SIG repeated as the top-ranked small employer overall as well as the top employer among agents and brokers in the Best Places to Work program. 2016 is the seventh year that the employee benefits firm has made the

list. Founded in 1999, SIG embraces a Results-Only Work Environment, which features flexible scheduling and telecommuting. Other attributes that SIG's 42 U.S. employees enjoy about their company include onsite fitness classes, community service days and social events, such as company dinners, Orioles games and a crab feast.



SIG employees spend a summer afternoon enjoying a floating yoga, or FloYo, class.

BEST PLACES TO WORK 2016



How insurance firms attract talent

What does it take to join the list of the Best Places to Work in Insurance? A number of characteristics set apart the companies that appear on it this year.

Perks such as office parties, onsite dry cleaning and social outings can contribute to team building, but a longer-term impact comes from an employer's commitment to a culture of employee engagement and satisfaction. For that reason, Best Companies Group analyzes the responses to confidential employee surveys in eight core areas. It is in these areas where significant differences exist between the best employers and those that did not make the 2016 list:

Leadership and planning. This area includes understanding of the company's strategy, confidence in leadership, adequate planning and follow-through and care about employees' well-being. For all companies on this year's list, the number of positive responses in this area averaged 90%, vs. 81% for companies that failed to make the list.

Corporate culture and communications.

Components of this area include clear and frequent communication, trust, a spirit of cooperation, a feeling that employees are valued and a culture of diversity. Positive responses in this area averaged 89% for companies on the list, and 80% for other companies.

Role satisfaction. This area looks at how employees like the work they do, their ability to balance work and life, and whether they feel valued and part of a team. Positive responses averaged 91% for the Best Places to Work in Insurance, whereas that figure was 88% for others.

Work environment. Positive responses about physical working conditions, comfort and safety averaged 92% for the top employers and 86% for employers not on the list.

Relationship with supervisor. Fairness, respect, trust and feedback are elements of this area. For the Best Places to Work, positive responses averaged 91%, vs. 87% for other employers.

Training, development and resources. Initial and



At an event in Kansas City, Missouri, Lockton associates, family and friends support the March of Dimes.

ongoing training, adequate and dependable equipment, room to advance and promotions for good work are among the components of this area. Positive responses for the top employers averaged 85%, while that figure was only 77% for others not on the list.

Pay and benefits. Fair compensation and satisfaction with benefits such as paid vacation, health care, dental and retirement

plans are among the components of this area. For the Best Places to Work in Insurance, positive responses averaged 87%, and 77% for other employers.

Overall engagement. This area includes employees' overall satisfaction with the employer, a sense of pride in

working there, willingness to give extra effort, willingness to recommend the employer's products or services, and recommend working there to others. Positive responses here averaged 92% for the Best Places to Work in Insurance, and 88% for employers not on the list.

HOW TO ENTER

To participate in the Best Places to Work program, an organization must:

- Be a for-profit or non-profit business
- Be publicly or privately held
- Have a facility in the United States
- Employ at least 25 people in the United States
- Be in business for at least one year

Eligible insurance organizations are: retail agents/brokers, wholesale brokers/managing general agents, reinsurance intermediaries, claims services companies, benefit brokers and consultants, property/casualty insurers, group life/health insurers, and reinsurers. Non-profit insurance associations or service organizations aligned with the commercial insurance industry also are eligible.

For more information or to participate in the 2017 program, please visit www.bestplacestoworkins.com.



Assurance team members work hard and play hard.



We need to address our clients' needs to solve complex risks, and given the competitiveness we have to do that in a way where we are innovative and good stewards of our capital..

UP CLOSE

Barbara Luck

NEW JOB TITLE: New York-based president of the global excess casualty business for XL Group Ltd.

PREVIOUS POSITION: New York-based chief underwriting officer of the global risk management division for XL Group Ltd.

LOOKING FORWARD TO: Joining the team for excess casualty. They've had a proven record for success, and I'm looking forward to building on that success, bringing a new perspective and a strong vision for where we will go in the future.

GOALS FOR NEW POSITION: The marketplace is competitive, so finding ways to differentiate ourselves through innovation, data, analytics and technology. To expand our marketplace presence and at the same time managing our underwriting profitability is a big part of my goals. We need to address our clients' needs to solve complex risks, and given the competitiveness we have to do that in a way where we are innovative and good stewards of our capital.

FIRST INDUSTRY JOB: Paralegal in the risk management division at American International Group Inc.

WHAT SURPRISED ME: I think like many people, I didn't choose to go into the insurance industry, and what surprised me the most was how interesting and challenging the industry was and how few people really knew how rewarding a career in insurance was.

ADVICE: Find your passion and bring that to your career. You will spend so much time at work, and if you have a passion for it you can deal with whatever comes your way, and it will be rewarding.

FAVORITE QUOTE: "Do one thing every day that scares you."

OUTSIDE THE INDUSTRY, A DREAM JOB: Park ranger at a national park.

THING MOST PEOPLE DON'T KNOW ABOUT ME: I love to read and have a very difficult time putting a book down, so if it's a particularly suspenseful book I need to read the last page so that I can go to work.

BIGGEST OBSTACLE FOR WORK-LIFE BALANCE: I have to force myself to stop, go home and take time off. I constantly remind myself that I need to do it for me and the people around me to set a good example of work-life balance.

CORPORATE IMPROVEMENT: Less reliance on email. I think managing emails has become such a challenge, and I find that I'm so much more effective meeting in person or through a phone call.

PET PEEVES: When you ask someone to try something new and their answer is "But this is always how we have done it."

WHEN I RETIRE: I will get a dog and travel.

FAVORITE BOOK: "A Prayer for Owen Meany" by John Irving.

ON MUSIC: "At Last" by Etta James.

CAN'T-MISS TELEVISION SHOW: "Last Week Tonight with John Oliver."

BEST CITY: New York.

MONDAYS: Lots of coffee.



Woodruff-Sawyer & Co. named **Andy Barrengos** as its CEO. Mr. Barrengos previously was senior vice president, director and partner at the San Francisco-based broker,

Woodruff-Sawyer said in a statement. He replaced former CEO Charlie Rosson, who announced his departure in September, according to a statement at the time.



XL Catlin has named London-based **Vincent Branch** chief executive for Accelerate, its new team focused on innovation and insurance technology.

Previously, Mr. Branch was chief underwriting officer and chief actuary for London-based health insurer VitalityHealth.

Chubb Ltd. has named **Steven Reiss** as its real estate and hospitality industry practice leader, based in New York.

Mr. Reiss is responsible for the underwriting strategy, production,



marketing, product development and management, and profit and loss performance for Chubb's real estate and hospitality industry within its U.S. major accounts division. He

will report to Chris Maleno, president of Chubb's North America major accounts division.

Mr. Reiss succeeds Andrew Hurley, who died in October, Chubb said. He previously was chief operating officer for Chubb in continental Europe.



W.R. Berkley Corp. said it has formed Berkley Cyber Risk Solutions, which will be headed by **Tracey Vispoli**.

The Greenwich, Connecticut-based company said the unit

will offer cyber-related insurance and risk management products to clients worldwide. Ms. Vispoli, who will be president of the unit, most recently served as senior vice president and global segment leader for a unit of Chubb Ltd.

TigerRisk Partners L.L.C. has appointed **Xuejun Wang** as chief executive of its Hong Kong subsidiary, TigerRisk China Partners.

Hong Kong-based Mr. Wang, who is replacing Houqin Zhu, will be responsible for building the firm's presence in mainland China. He came to TigerRisk China Partners directly from Willis Re's Beijing office.

SEE MORE ONLINE

Visit www.businessinsurance.com/ComingsandGoings for a full list of this month's personnel moves and promotions. Check our website daily for additional postings and sign up for the weekly email. *Business Insurance* would like to report on senior-level changes at commercial insurance companies and service providers. Please send news and photos of recently promoted, hired, or appointed senior-level executives to editorial@businessinsurance.com.



A cube is a cube is a cube is a cube ...

A rotating cube of many colors is just a cube and cannot be trademarked.

So ruled Europe's top court last month, finding that the shape of the Rubik's Cube is not sufficient to grant it protection against copycats, according to BBC News.

The Rubik's Cube, which was named after its Hungarian inventor, was registered as a European Union trademark in the 1990s.

In 2006, German company Simba Toys challenged the trademark protection, stating that the cube's ability to rotate should be protected by a patent and not a trademark, the BBC reported.

Patents generally permit inventors to block competitors from making commercial use of their inventions, while trademarks give intellectual property owners' an exclusive and perpetual right to their designs, logos, phrases or words.

The European Court of Justice agreed with Simba Toys and overturned a lower court decision.

Woman sues over ratty outfit

A Manhattan woman is suing the Spanish retailer Zara after she discovered that a rat's paw had been sewn into her dress.

Cailey Fiesel told the New York Post that she bought the black dress on sale over the summer and got more than she bargained for when she noticed a rancid smell coming from the dress. Then she felt something poke her leg. Upon inspection, it was the unthinkable.

"I saw the little leg that was coming out of the seam that I had touched, which was really horrifying" she told the Post.

She is claiming emotional distress from the incident and that she developed a large rash that was diagnosed as a "rodent-borne disease," according to the suit.

Ms. Fiesel reportedly is suing for unspecified damages



NEW PRESIDENTIAL NO-FLY ZONE RENDERS TRUMP LAWSUIT MOOT



REUTERS

Donald Trump's Mar-a-Lago estate

One little-observed side effect of Donald Trump's election as president is that if he is going to have any trouble sleeping at night, it will not be because of airplanes flying overhead.

As president, the federal government would likely have imposed a no-fly zone around his Florida Mar-a-Lago estate anyway.

So, apparently as a result of his election, he has now dropped a \$100 million lawsuit against Palm Beach County, Florida, in which he had claimed vibrations from airplanes flying over his estate had caused millions of dollars in damage, according to news reports. Palm Beach International Airport is a few miles west of his estate.

Mr. Trump had waged an intermittent legal battle with the county over the issue for more than 20 years, according to the report.

"I'm just glad it's over," said county attorney Denise Nieman.

Mr. Trump had indicated during the campaign he would spend significant time at Mar-a-Lago if he won the presidency.

Of course, there's no guarantee there won't be other, perhaps more world-shaking events, that may give President-elect Trump some restless nights.

Love can thrill and pay the bills

For a little over the cost of a movie theater ticket, a dating couple in China can increase their investment by 20-fold with the purchase of love insurance.

The catch is they have to marry between three and 13 years after the insurance policy is activated to collect, according to a recent article in China Daily that highlights a latest trend in Chinese insurance companies hedging against lovebirds.

China Daily said the news comes just in time for China's "Singles Day" last month.

A 99 yuan (\$14.50) love policy awards the insured 1,999 yuan (\$295) yuan cash "as long as they get married," said an insurance company staff member in a news article.

Cash isn't the only incentive offered by such policies, however. According to a love insurance policy from another insurer, the policyholder will get 10,000 roses, China Daily reported.



Wal-Mart ripped over luxury sheets

A woman who thought she was buying high-quality bed linens at Wal-Mart is now suing the retailer over its "100% Egyptian cotton" sheets, which she says the retailer knew might have been counterfeit, according to the suit.

The lawsuit alleges that Wal-Mart rival Target Corp. stopped selling bed sheets from the same Indian textiles supplier over the mislabeling of them as Egyptian cotton.

Dorothy Monahan of Michigan claims she overpaid for her sheets, thinking they were better than the cheaper options.

She accused the country's largest retailer of violating U.S. laws governing textile fiber labeling and advertising.

A Wal-Mart spokesman told Business Insider that the retailer "removed such products after conducting a comprehensive review nearly two months ago and since then has offered customers a full refund."

THE SPIRIT GENUINE DEPENDABILITY

Hammered iron sounds across the old west. The great American railroad was built on the genuine drive and the dependability of hardworking Americans who sought a new way of life. Once complete, iron giants connected trade and people to adventures only imagined in tales told by campfire. LUBA Workers' Comp celebrates monumental achievements in American history that define the true spirit of Genuine Dependability.

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responsive claims

Creative and tailored
customer solutions

Pioneers and
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