



CBIZ Insurance and Retirement Introduction to Pike Corporation

INSURANCE, BENEFITS & RETIREMENT EXPERTISE
INTEGRATED WITH EFFICIENT HR TECHNOLOGY





CBIZ Fact Sheet

Benefits & Insurance

- Employee Benefits Consulting
- Human Capital Management/ Payroll
- Property & Casualty
- Retirement Plan Services
- Human Capital Services
- Executive Search
- Compensation Consulting
- Life Insurance



Financial & Accounting

- Accounting & Tax
- Government Health Care Consulting
- Financial Advisory
- Valuation
- Litigation Support
- Risk & Advisory Services
- Real Estate Advisory Services

Who We Are

- Publicly Traded (NYSE:CBZ)
- 18th Largest Insurance Broker of U.S. Business (2015)
- 2016 Business Insurance Best Places to Work (Winner 2015 & 2016)
- Over 4000 Employees in 140 offices nationwide
- Top 20 US Based Accounting Firm
- Areas of Specialization
 - Employee Benefits
 - 401 (k) and Pension Administration
 - Payroll and Benefit Administration
 - Property & Casualty
 - Accounting/Audit/Taxation
 - Valuation
 - Corporate Recovery Services
 - Retirement

CBIZ SE Benefits, Insurance & Retirement Office

- 500+ Clients
- Manages \$350 Million in Employer Sponsored Health and Welfare Benefit Expenditures
- Staff of 100+ Professionals
- Areas of Expertise
 - Mid to large size employers
 - Employers with multi-state and international operating entities
 - Mergers & Acquisitions
 - Regulatory Compliance to include Patient Protection and Affordable Care Act
 - Employee Wellness Programs
 - Self-Funding
 - Integrated HR, Benefit and technology solutions
 - Dedicated emerging businesses unit for startups or immature companies with PE ownership/support



CBIZ Employee Benefit Services

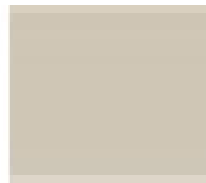
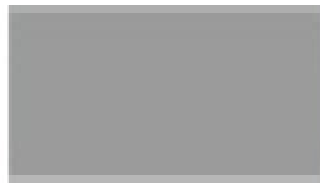




CBIZ Benefit Consulting Services

- Financial & Actuarial Analysis, Benchmarking, ROI Determination
- Cost Management
 - Current and Outgoing Cost Analysis
 - Renewal Negotiations
 - Predictive Modeling 12, 36, and 60 Months
- Quality Management
- Stewardship
 - Monthly Calls
 - Quarterly meetings to review plan performance
 - Vendor/Payer Performance Management
- Marketing
 - Local, National, and International
- Implementation Management
- Communication and Enrollment Assistance
- Employee Advocacy
- Onsite Medical Clinics
- Telemedicine ROI Evaluation
- Benefit/HR Staff Training and Support
- Regulatory Compliance Review & Assistance
 - State & Federal mandates including PPACA
- Benefits Website & Employee Benefit Portal
- Defined Contribution Strategy
- Consumer Directed Health Plans
- Integrated Voluntary Benefits
- Consolidation(s) / Mergers & Acquisitions
- Network Evaluation and Efficiencies
- Funding Analysis (self-funded versus fully insured)
- Disease / Chronic Care Management
- Wellness / Health Risk Analysis
- Data Mining
- Dependent Eligibility Audit
- Tobacco & Spousal Surcharge Analysis
- Absence Management
- Benefits for Non-Core Benefit Eligible Employees – MEC Plans
- Voluntary Benefits
- Global Benefits
- Prescription Benefit Management (RX) Carve Outs
- Life And Disability Carve Out Analysis





ACCOUNT EXECUTIVE



ACCOUNT MANAGER

EMPLOYEE ADVOCATE

MARKETING MANAGER

UNDERWRITING MANAGER

WELLBEING CONSULTANT

- Manage client's account and day-to-day issues
- Implementation and Enrollment
- Claim, Billing, and Service Issues
- Compliance Assistance

- Liaison between employee and insurance carrier / TPA to resolve employee issues

- Market and Product Analysis
- Benchmarking
- Skilled Negotiator

- Financial, Actuarial and Underwriting Analysis
- Financial Modeling
- Benefit Comparison Preparation

- Wellbeing program design and implementation of 3 year strategy
- Stewardship and ROI determination
- Wellbeing program goals
- Employee wellbeing and risk assessment

Key Associates

Marion B. Schremp, RHU, REBC

- Business Unit President – CBIZ Benefits & Insurance Services, Inc.
- Founder & CEO – Multiple Benefit Services, Inc.
- First Recipient of AAHU Lifetime Achievement Award
- Former President – Atlanta Association of Health Underwriters (AAHU)
- Account Manager – Marsh
- Regional Manager Flexible Benefits – Lincoln Financial Group
- Manager Member Service – AmeriPlan HMO
- Benefit Administrator – Crawford & Company – Atlanta, GA
- Claims Supervisor – Excellus BCBS, Rochester, NY

Frederick R. Schremp, CLU

- Senior Vice President – CBIZ Benefits & Insurance Services, Inc.
- President – Multiple Benefit Services, Inc.
- Regional Director – Highmark Life & Casualty
- General Manager – Preferred Plan of GA (PPO)
- President – Lincoln National Health Plan (HMO)
- Vice President – S.E. Group Operations – Lincoln Financial Group
- Captain, U.S. Army 1967–1973
- M.A. Economics – University of California, 1973
- B.S. Engineering – United States Military Academy, 1967



Key Associates Continued

Karin Pochmara

- Assistant Vice President – CBIZ Benefits & Insurance Services, Inc.
- Senior Account Manager – Multiple Benefit Services, Inc.
- Member of The Atlanta Association of Health Underwriters (AAHU)
- Specializes in the administration of multi-site plans including implementation, multi-year strategic and financial analysis, vendor management, and client compliance
- Account Manager – Great West Life
- B.S. – University of Alabama



Key Associates Continued

Ronald Deterding

- Vice President – CBIZ Benefits & Insurance Services, Inc.
- Vice President, Underwriting and Finance – Multiple Benefit Services, Inc.
- Account Executive – Blue Cross Blue Shield of Iowa
- Senior Benefits Underwriter – Principal Life
- Professional, Health Insurance Advanced Studies from America's Health Insurance Plans (PHIAS)
- Professional, Academy for health Management from America's Health Insurance Plans (PAHM)
- M.B.A. in Corporate Financial Management – Upper Iowa University
- B.A. in Business Administration – Grand View College



Key Associates Continued

Kelly Abbott, RHU

- Vice President and Marketing Specialist – CBIZ Benefits & Insurance Services, Inc.
- Senior Marketing Manager – Multiple Benefit Services, Inc.
- Former Board Member and current member of The Atlanta Association of Health Underwriters (AAHU) and The National Association of Health Underwriters (NAHU)
- Specializes in the management of national and regional carrier relationships, enrollment platform.
- Registered Health Underwriter (RHU) – Certified in 2005

Joseph Shorter

- Financial Analyst – CBIZ Benefits & Insurance Services, Inc.
- Senior Financial Analyst – Access Insurance Holdings
- Senior Reinsurance Specialist – Munich Re.
- Actuarial Analyst – Union Standard Insurance Co.
- Actuarial Analyst – LA Department of Insurance
- B.S. Mathematics – Tulane University



Key Associates Continued

LaTonia McGinnis, Wellbeing Account Executive

- Wellness Coordinator – CBIZ Benefits & Insurance Services, Inc./RaceTrac Petroleum
- Manager, Wellness and Work Life – Children’s Healthcare of Atlanta
- Program Coordinator/Childhood Obesity-Children’s Healthcare of Atlanta
- Master’s of Public Health– University of Alabama at Birmingham
- B.S. in Health Promotion and Behavior – The University of Georgia





Key Associates Continued

David S. Rubadue, FSA, MAAA, CLU

- Senior Vice President & National Director of Healthcare Actuarial Services – CBIZ Benefits & Insurance Services, Inc.
- Qualified Actuary – Audits and provides financial opinions on health and welfare plan liabilities
- Co-founder and President – EBS, Inc.
- Chief Actuary and CFO – The Physicians’ Assurance Company
- Consulting Actuary – Coopers & Lybrand
- Former Speaker and Lecturer at Tri-State Actuarial Club and the Insurance, Accounting and Systems Association National meetings
- B.A. Accounting – Michigan State University





Key Associates Continued

Howard Hyman, ASA

- Consulting Actuary – CBIZ Benefits & Insurance Services, Inc.
- Consulting Actuary – Multiple Benefit Services, Inc.
- Principal, Southeast Region Health and Welfare Operations Manager – Towers Perrin
(Now Towers Watson)
- Clients of note include: Delta Airlines, Genuine Parts Company, State of Georgia, Georgia Pacific, Emory University – Emory Healthcare, etc.
- Masters of Actuarial Science – Georgia State University
- M.B.A. – Georgia State University
- B.B.A.– University of Georgia



Key Associates Continued

Karen McLeese

- Vice President, Employee Benefit Regulatory Affairs – CBIZ Benefits & Insurance Services, Inc.
- Member of Kansas City Metropolitan Bar Association, Missouri Bar Association, and Kansas Bar Association
- Member of Health Law Forum and Labor & Employment Law Sections of the American Bar Association
- Author of *At Issue*, a CBIZ client newsletter that provides information of general interest regarding employee benefits law and legislation
- Author of *For Your Benefit*, a CBIZ compliance/reference guide to welfare benefits
- Author of *Benefit Beat*, a monthly CBIZ e-newsletter containing regulatory updates
- Reviews and interprets federal and state laws and regulations impacting employee benefits
- Provides technical support in response to employee benefit issues
- Follows and analyzes trends in employee benefits
- Monitors case law impacting employee benefits
- Juris Doctor – Duke University
- B.A. – University of Notre Dame





Market Conditions

Dynamic – Group Term Life, Disability, Dental, Stop-Loss, and Vision

- Excess capacity exists with multiple insurance carriers (15 to 20).
- Pricing is elastic with market pressures creating significant saving opportunities for large employers.
- Average savings achieved for plan sponsors utilizing the IBX internet based platform are:
 - 24 % for Life & Disability
 - 15 % for Dental
 - 15 % for Stop-Loss
 - 12% for Rx carve-out
- CBIZ marketing for vision care has resulted in average savings of 10%.
- CBIZ experts, including our in-house underwriters, actuaries, and pharmacists, manage the entire analysis for all these lines of coverage.

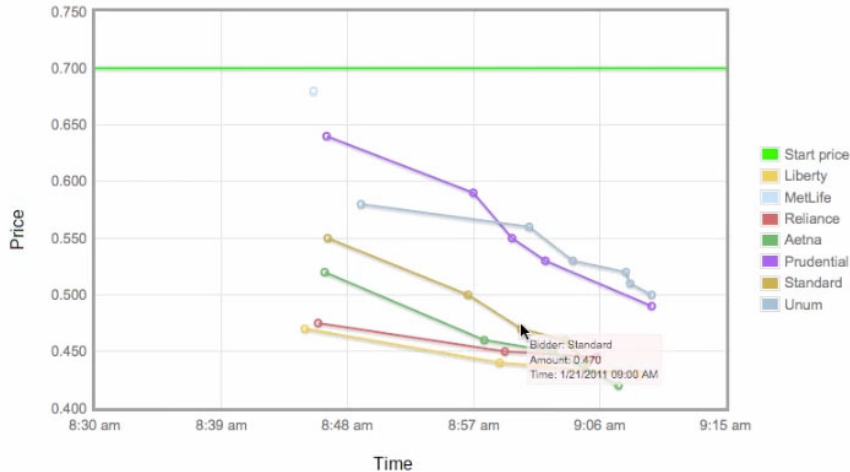
II. Static - Medical

- Limited capacity with only four carriers capable of handling multi-state, multi-location, large employer groups: Blue Cross Blue Shield, United Healthcare, Cigna, and Aetna (BUCA).
- Pricing is for the most part inelastic.
- Fixed cost can vary up to 10 % to 12 % between carriers depending on the suite of services provided and a carrier's current marketing approach (contracting or expanding).
- An employer with 3000 covered employees is typically looking at a \$30 million spend of which approximately 7 % is for administrative services. A 10 % savings equate to \$210,000 or .7 %.
- Health care savings of a significant nature is created by attacking the 93 % of cost attributed to incurred claims.
- The process of reducing claims costs is known as bending the trend line.
- The four phases of bending the trend lie are:
 - Plan design modification (Cost Shift I)
 - Consumer Directed Health Plans (Cost Shift II)
 - Networks, provider contracting, transparency
 - The New Front Door

IBX

EMPLOYEE BENEFIT CONTRACT MANAGEMENT

LTD Rates



The IBX On Line RFP process succeeds by leveraging technology and increasing competition for the benefit of the consumer. Employers, have saved on average 24 % for Life/Disability, 15% for Stop Loss/Dental and 12% for Rx.

- The IBX Resource Center manages a proprietary online RFP process powered by the IBX IQ System (EPIQ).
- Since 2007 more the 4000 contracts for more than 2000 employers - covering over 3M employees have been negotiated for Life, Disability, Stop Loss, Dental, Pharmacy and Vision.
- Every on-line RFP is a customized, detailed sourcing project which outlines exactly what you and your client are interested in purchasing for plan design, account and claim management services, professional networks and contractual deliverables.

WHO BUYS THIS WAY?



at&t



TESORO

Office DEPOT.



UBS



NORTHSIDE HOSPITAL
Atlanta - Cherokee - Forsyth



Newell Rubbermaid
Brands That Matter

The Blackstone Group®



Bending the Trend Line

Phase I

- Plan Design
 - Deductibles
 - Co-pays
 - Co-Insurance
 - Funding

Phase II

- Consumer Driven Health Plans
- Network Efficacy Analysis
- Refine Contribution Strategy
- PBM Carve Out
- Wellness

Phase III

- ACO – Accountable Care Organization
- PBC – Performance Based Contracting
- PCMH - Patient Centered Medical Homes
- Reference Based Pricing
- Tiered Networks
- Centers of Excellence
- Disease Management and Enhanced Managed Care Protocols
- Specialty Rx Carve Out
- Wellness

Phase IV

- New Front Door & Technology, e.g. on-site Medical Clinics
- Teledoc
- Retail Care Centers (Walmart, Walgreens, etc.)
- Mobile Applications
 - One Rx
 - Wellbeing
- Wellness





CBIZ Wellbeing Solutions



Our Process

Health & Welfare Benefits Review

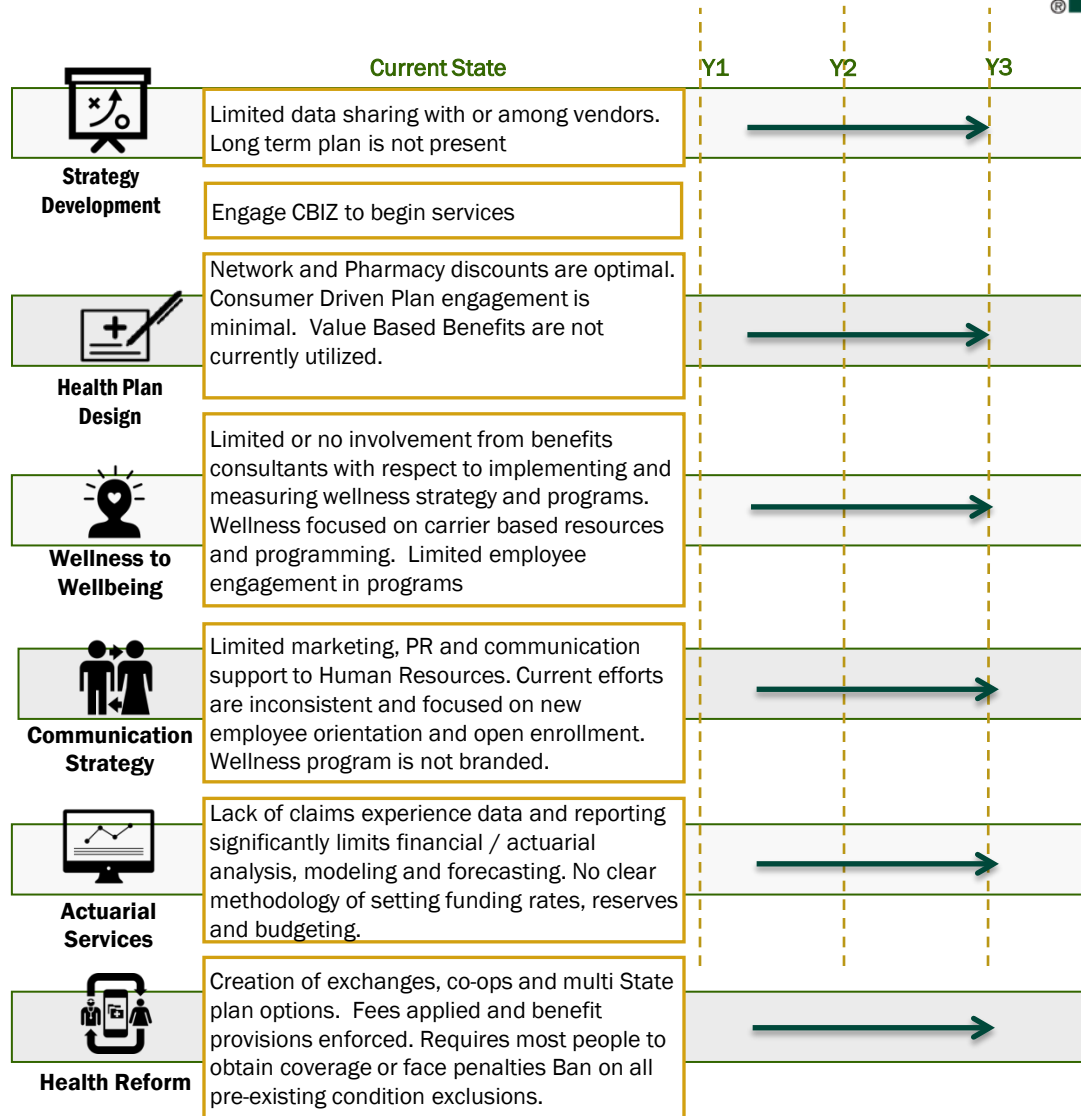
Interview Key Human Resources Staff

Benchmark Plans

Develop 3-5 Year Benefit Plan Strategy

Review Claims, History, Disease States, & Key Cost Drivers

Provide Recommendations for Improvements



DESIRED STATE

Approaches to Wellbeing



Activity / Opportunity Based

Focus:

Employees (general)
Fun activities
Annual Health Fair
High level info/tips
Newsletter
Promote benefits & tools

Anticipated Results:

Awareness of programs
Moderate utilization, mostly of "worried well"

0 – 1% ROI

Engagement Based

Focus:

Employees (including hard to reach segments)
Health risk assessment
Biometric screenings
Individual incentives
Tracking participation and aggregate results
Wellbeing Committee

Anticipated Results:

Moderate peer-to-peer socialization of programs
Greater participation of moderate risk group
Enhanced risk stratification
Data to inform programming
Higher Ee engagement scores

1 – 2% ROI

Population Health Management

Focus:

Employees, Spouses & Families, Community
Targeted, member-centric interventions (Coaching, disease mgmt., EAP)
Meaningful individual and team incentives (outcomes based)
Provider/partner collaboration
Plan design and network
Management commitment
Environment and policy change
Three-year strategy and scorecard

Anticipated Results:

Leader-led wellbeing culture
Population engagement
Physician engagement
Risk reduction, including high risk
Best place to work recognition

3 – 4% ROI

Consulting Activities (examples)

Wellbeing consulting includes activities, such as, the following:

- Identify and document wellbeing program goals
- Assess health risks, priorities, interests
- Review environment and policies
- Inventory benefits and resources, identify gaps
- Develop business case/value for wellness programs
- Garner leader input and support
- Recommend wellbeing budget aligned with goals
- Create a three-year wellbeing strategy
- Help to develop wellbeing mission and brand

Consulting Activities (examples)

Wellbeing consulting activities, continued:

- Create employee wellbeing champions and provide resources for the wellbeing committee
- Co-develop an annual Calendar of Activities
- Recommend meaningful, compliant incentives
- Administer wellbeing services RFP, as needed
- Facilitate partner collaboration and integration
- Identify meaningful metrics for annual Scorecard
- Place and support on-site wellbeing coordinator (training, coaching, benchmarks)
- Develop 'best practice' case study and consult on employer recognition award opportunities

ACA Annual Reporting

CHECKPOINT



ANALYZE



Count Full-Time & Full-Time Equivalents

- ✓ Determines applicable large employer (ALE) status



Affordability

- ✓ Determine whether the Plan is affordable to those covered



MANAGE



Measurement Periods

- ✓ Allows administration via console



Transition

- ✓ Move employees between various measurement periods



Different Groups

- ✓ Hourly
- ✓ Salaried
- ✓ By State
- ✓ By Location



TRACK



Measurement Periods at Multiple Levels

- ✓ Company
- ✓ Class
- ✓ Job Type
- ✓ Individual



Employee Status

- ✓ Leave of Absence
- ✓ FMLA
- ✓ Re-hire

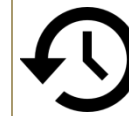


Offer of Coverage

- ✓ Track the offer and the response



REPORT



Hours Worked

- ✓ Per Day
- ✓ Per Week
- ✓ Per Pay Period
- ✓ Per Month



To Meet Requirements

- ✓ To Employees
- ✓ To IRS for Section 6055/6056



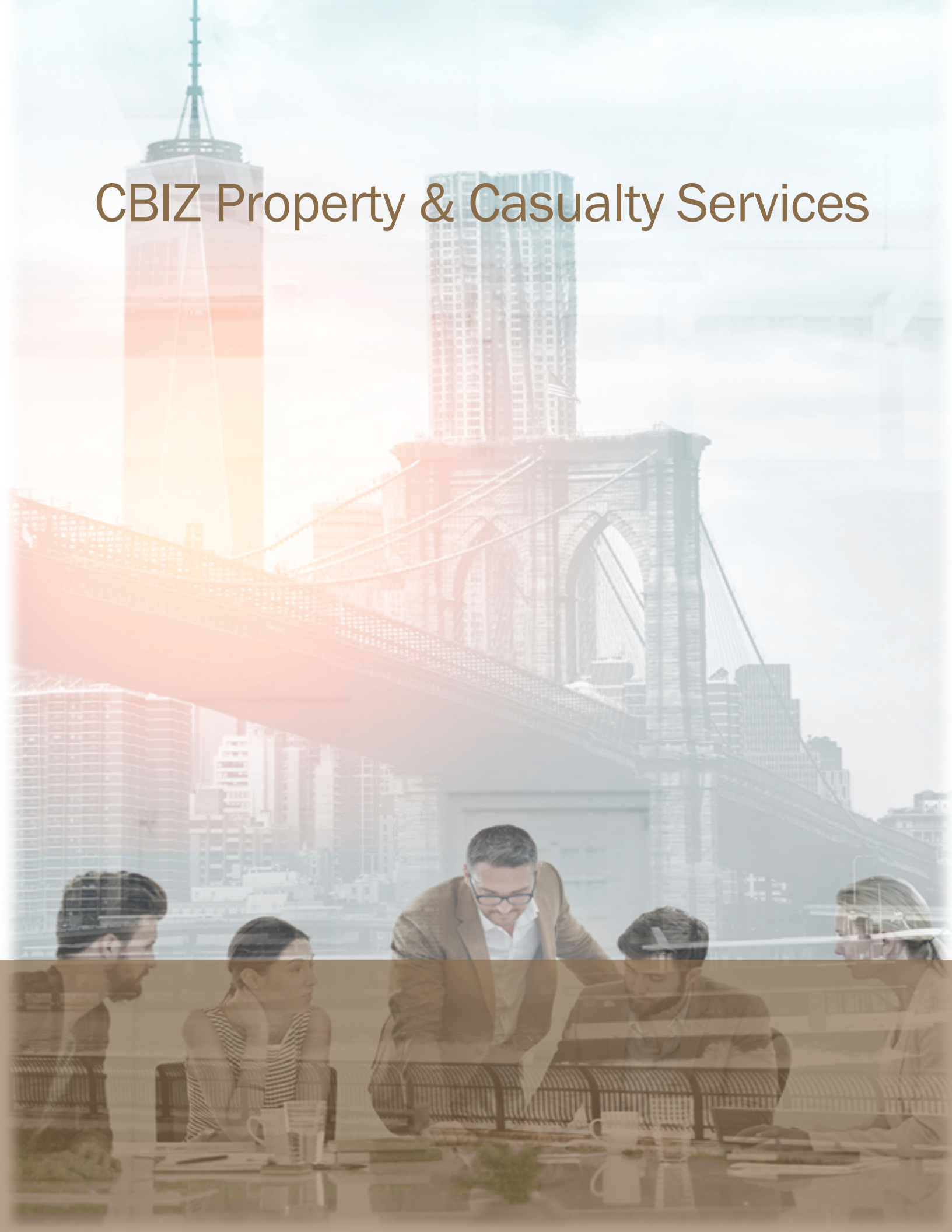
In Aggregate

- ✓ Report who is in what measurement pool

With regulations like the **Employer Shared Responsibility Tax** coming into effect in **2015**, employers can expect to face a number of reporting and compliance requirements along with associated tax liabilities and penalties.

Aimed at minimizing one's ACA compliance risk, **CBIZ ACA CheckPoint** is an integrated management tool designed to provide continually updated ACA monitoring, reporting, and documentation.

CBIZ Property & Casualty Services



CBIZ- Property and Casualty Division

CBIZ Insurance Services, Inc. provides a holistic approach to managing an organization’s risk. As one of the country’s largest publicly-owned property and casualty insurance brokers, clients receive the resources of a national broker and the personal attention of a local office.

Arizona

Phoenix
Tucson

California

Los Angeles
San Jose

Florida

Boca Raton
Delray Beach
Sarasota
Orlando

Georgia

Atlanta
Alpharetta

Idaho

Lewiston

Maryland

Columbia
Cumberland
Frederick

Minnesota

Minneapolis

Missouri

Kansas City
Saint Joseph

Montana

Bozeman

New Jersey

New Providence

New York

New York

Ohio

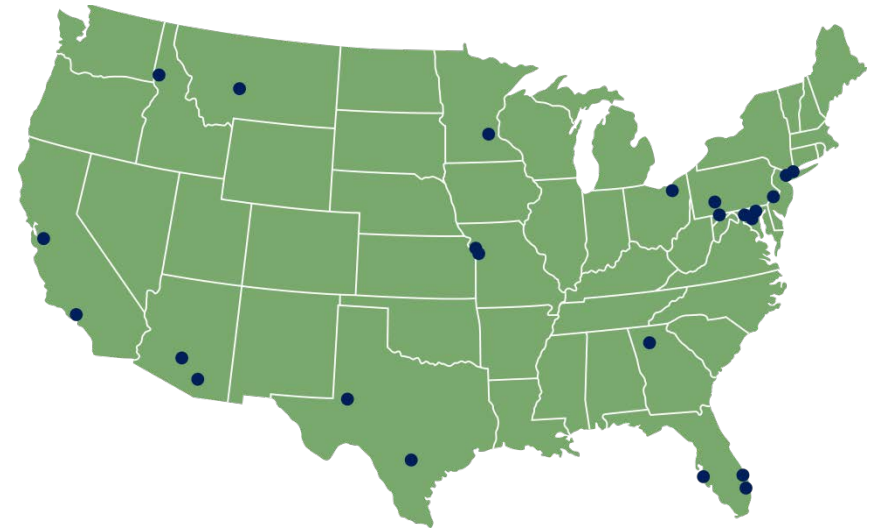
Cleveland

Pennsylvania

Plymouth Meeting
Johnstown

Texas

Midland
San Antonio



More than **300** Professionals in **25** offices Serving
30,000+ Clients



Key Associates- Property & Casualty

Keith Mercier, CIC, CRM, RHU- President, West Coast of Florida

Keith began his insurance career in 1996 upon graduating from Florida State University. Over the course of his 20 year career, Keith has worked in all aspects of risk management and insurance, which has given him a very broad, yet detailed view of the industry. This perspective allows Keith to negotiate the best terms, conditions and pricing for his clients. Keith has earned several designations in the industry, and is recognized as a leader in the property, casualty, workers compensation, and employee benefits arenas.



Greg Cryan- Southeast President

Greg Cryan has extensive experience in successfully leading independent insurance agencies. Cryan was Co-Founder of Premier Insurance Group. In 1998, Cryan sold Premier to USI and from 1998 through 2004 successfully led his operational team. Cryan also served on the National and Southeast Board of USI. Greg then started a premier boutique insurance firm known as Meridian Insurance. Meridian joined CBIZ in 2012 and Greg began serving as the Southeast Regional President for CBIZ Insurance Services. He has been successful in growing the Southeast and substantially increasing the number of clients served while providing best practice financial results. Cryan and his team have led CBIZ every year from 2012 to 2015 in new business generation.





Key Associates- Property & Casualty

Jamie Stampar- Vice President

Jamie is currently a Vice President with CBIZ SE Insurance Services. She has over 17 years serving clients in the high net worth sector, and is also a former award winning educator. This background allows her to operate with genuine care and concern for others, while meeting the individual needs of each client and negotiating the best terms possible.

In 2016, Jamie wrote the first Worldwide Insurance Program for a Personal Lines client for assets in 5 countries. This was an 18 month endeavor, proving Jamie's solution based approach, and determination for meeting the needs of her clients. Jamie Stampar is originally from Charleston, SC and grew up in Tallahassee, FL. Jamie graduated from FAU with honors, after 3 years at Oxford and Emory in Atlanta, GA. She has four children and resides in Jupiter, FL. With an interest in sailing and yachting, Jamie enjoys travelling seasonally between Newport, RI and Jupiter, FL.



Drew Meadows- Executive Vice President

Drew Meadows has been an Insurance Professional for his entire career of 25 years in Atlanta, GA with an emphasis on Sales, Operations, and Relationships. Having been a successful Broker and Officer at two of the largest regional firms in the country, he co-founded a boutique agency in 2008. He sold it in 2012 to a national firm and joined forces with CBIZ Insurance, the 16th largest broker in the US. As an Executive Broker, Drew manages the Atlanta office, manages the Southeast brokers and helps CEO's, CFO's, Boards, and Presidents analyze and handle their corporate risks by negotiating the best pricing and coverage and serving his clients' needs. He graduated Cum Laude with Honors from the University of Georgia's Terry College, the #1 insurance program in the country.





Key Associates- Property & Casualty

Robert Grand, CPCU, ARM, ARe - Vice President, Risk Management

Robert Grand has more than 22 years of commercial insurance and risk management experience, helping domestic and international companies manage their total cost of risk. His professional tenure includes Actuarial & Underwriting experience with Reliance National Insurance Company as well as senior leadership roles with some of the Top Global Retail & Wholesale Insurance Brokerage firms; including NAPCO, Willis, Arthur J. Gallagher, Wells Fargo and CBIZ. Robert has extensive expertise with Large & Middle Market Companies, Commercial Real Estate, Construction, Healthcare, Manufacturing, Public Entities and Not-For-Profits. His relentless pursuit of creative and proactive solutions has resulted in extraordinary results and long-standing client relationships. Robert graduated from The College of Insurance in New York City with a BBA in Insurance, and holds multiple professional insurance designations.



Peter Carvajal, CSP- Vice President, Loss Control

Peter joined CBIZ Insurance Services, Inc. in June of 2012 after working for over 20 years with leading companies in the insurance industry. Beginning his career with Chubb Insurance where he received his initial Loss Control and Fire Protection Engineering training, Peter has gone on to become a trusted advisor to a wide range of US and foreign clients in the manufacturing, hospitality, entertainment and construction industries. With his unique combination of skills Peter has an insightful understanding of Risk Management from both an underwriting and client perspective. Currently, Peter specializes in a number of key areas such as Safety Program & Committee Management, Carrier Coordination, Customized Safety Training, OSHA regulatory compliance, Property Conservation, Behavior Based Safety programs, Safety Incentive programs, Loss analysis, Ergonomics, Disaster Preparedness planning, Site Safety & Building COPE evaluations, Industrial Hygiene and Accident investigations.





Key Associates- Property & Casualty

Damian Caracciolo- Vice President, Executive Protection

Damian, who has over 29 years of experience in the insurance industry as an underwriter and manager of commercial and public entity professional liability business, joined CBIZ in 2003. He has extensive background in various management positions with a fortune 500 P&C company, and was involved in developing the national underwriting standards for Technology risks and Governmental Contractors as well as the Employment Practices Liability marketing program for Travelers Insurance. Damian has experience in all executive/management liability lines including Directors & Officers Liability (public, private and nonprofit), Employment Practices Liability, Fiduciary Liability, Miscellaneous Professional Liability, Technology E&O, Contractors Professional, Cyber Liability (network security & privacy) Commercial Crime, Representations & Warranties and Kidnap, Ransom & Extortion. In addition, his broad background brings expertise in International Risks and Construction Surety bonding. He holds a Bachelor of Science degree in Business Administration/Finance from Susquehanna University, Selinsgrove, Pennsylvania.



Kathleen Gratz, CISR, CIC, CRM- Vice President

Kathleen started her insurance career in 1987 in Pennsylvania. In 1998, she moved to Florida and currently maintains Health and Life, and Property and Casualty licenses. She obtained the designation of Certified Insurance Service Representative in 1995, a Certified Insurance Counselor designation in 2000, and a Certified Risk Manager designation in 2010. She holds a Bachelor's of Science degree in Finance from the University of South Florida. Kathleen is a current member and past board member of Sarasota Insurance Professionals and member of the National Association of Insurance Women.



CBIZ Insurance Clients by Industry

Major Industry Categories	Number of Clients Served in 2016
Real Estate, Rental & Leasing	9,657
Restaurants, Foodservices, Retail	9,159
Professional, Scientific & Technical Services	6,568
Health Care & Social Assistance	5,928
Finance & Insurance	5,167
Manufacturing	4,451
Construction	4,438
Wholesale Trade	2,391
Education	2,259
Arts, Entertainment & Recreation	1,692

CBIZ Insurance Industries & Services

LOCAL RELATIONSHIPS – NATIONAL DEPTH

NATIONAL PRACTICE GROUPS



Health
Care



Public Sector/
Not-for-Profit



Energy



Real Estate/
Construction



Premier Client
Service Group



Country Clubs

SPECIALTY SERVICES



Program

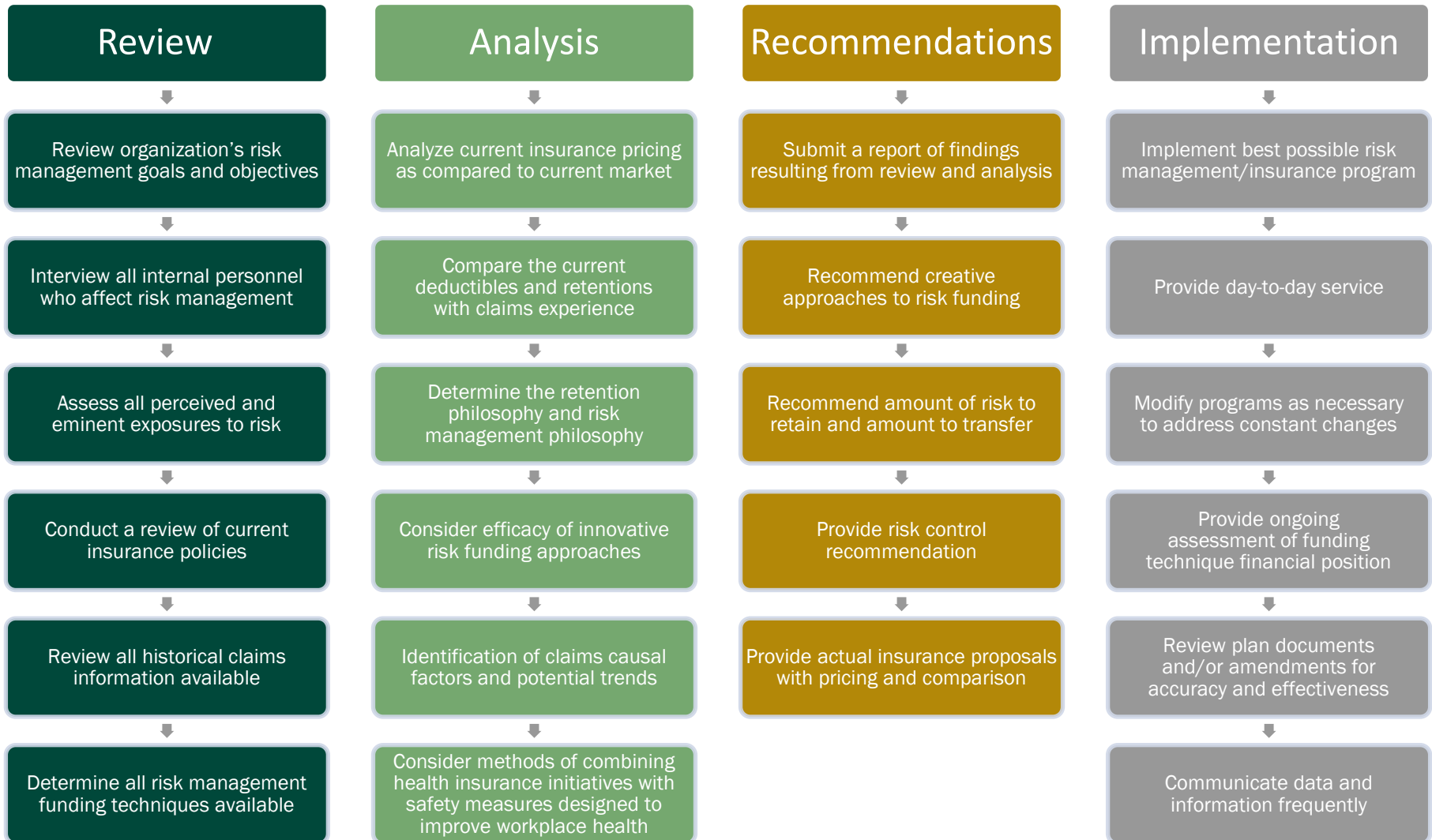
- Vacation Rentals
- Bed & Breakfast
- Adventure Sports
- Dude Ranch/Guest Ranch




National Risk Management

- Employee Safety
- Executive Risk
- Professional Liability
- Privacy & Cyber Security
- Risk Control

CBIZ Insurance Client Acquisition Process




CBIZ Insurance Sample Cyber and D&O Information



Cybersecurity

What Every Business Needs to Know



Are you protected from potential network and privacy exposures? Any business that uses technology to collect confidential customer information needs to know the facts – and risks – associated with data breach liability and not having proper Network Security/Privacy/Cyber Protection.

The high cost of data breach

2016 average cost of data breach paid by U.S. companies
(7th consecutive year 2015)

\$7.0M

Cost per compromised customer record*

Healthcare	Services	Industrial	Financial
\$402	\$226	\$186	\$264

Data breach by the numbers

1.1B records exposed†

1,837 reported breach incidents in First 1/2 of 2016†

4 REASONS

Why you need Cyber Liability/Security protection in 2016

- 1 **Stringent laws/regulations**
Failure to comply with legal & regulatory obligations places the success and reputation of your business at great risk.
- 2 **Advances in technology**
Today's technology makes engaging your business against privacy breach more important than ever.
- 3 **Global outsourcing**
Privacy risks don't end at corporate firewalls. Your company is responsible for any breach (including outside contractors).
- 4 **User Error**
Common mistakes include the wrong email address, putting personally identifiable information on public mailing labels, losing data storage tapes, flash drives or forgetting to properly secure or shred confidential information can lead to a data breach as well.

Widespread risk

23% of data breaches in 2015† were due to employee or owner accidental release of private data

Small business cyber attacks more than doubled from 2011 to 2015 from 18% to 43%†

The two most frequently breached sectors are Healthcare (19%) and Professional Services (13%)†

Hacking is now the highest cause of dataloss (23%)†, followed by Malware/ Virus (21%)

*PricewaterhouseCoopers, "Annual Data Breach of 2016 Report", 2016. †Symantec, "Internet Security Threat Report 2016". ‡McAfee, "2016 - State of Cyber Security, First Half Report 2016 Data Breach Quick View Report".

CBIZ INSURANCE SERVICES, INC.

INTERNAL USE ONLY

Executive & Financial Protection

A professional liability service for CBIZ P&C associates

CBIZ Insurance Services, Inc. has dedicated risk advisers focused on providing executive & financial protection to better serve the unique and highly complex needs of our customers. We specialize in safeguarding individuals and their companies against a wide variety of executive, management and other professional liability exposures/risks. Our primary focus is on analyzing and identifying your clients' specific needs and then developing tailored solutions to protect the organizations' and individuals' assets. Our specialized coverage expertise includes:

- Directors & Officers Liability (public, private and non-profit entities)
- Employment Practices Liability
- Cyber/Network Security/Privacy Liability
- Fiduciary Liability
- Errors & Omissions/Miscellaneous Professional Liability
- Employee Dishonesty/Commercial Crime Insurance
- Media Liability
- Kidnap & Ransom Insurance
- M&A, International and Tax Insurance

We will market the account to all viable markets and provide terms for your review. Additionally, we handle placement of the risk with the selected market, preferably on a direct basis or through the use of an existing wholesale relationship if coverage is not available from one of our direct retail markets.

Our services include (upon receipt of a complete submission, such as product application, current financial statements, loss runs, etc.) account marketing, coverage reviews, coverage specifications, carrier negotiations, placement recommendations and client ready proposals.

Contact us [Damian Caracole](#) or [Alex Wozniak](#) for more information on Executive & Financial Protection.

Damian Caracole
Vice President
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Alex Wozniak
Executive Risk Consultant
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CBIZ INSURANCE SERVICES, INC.

INTERNAL USE ONLY

Directors & Officers Liability

A guide to obtaining the best coverages based on your specific needs

Directors & Officers Liability (D&O) insurance provides coverage for officers and board members for damages (settlements or awards) and defense costs that arise from lawsuits alleging various wrongful acts, including:


- Actual or alleged management errors or omissions
- Any misrepresentation, misleading statement or misleading action
- Neglect or breach of duties by the individual directors and officers

D&O's are susceptible to lawsuits alleging among other things:

- Inaccurate, misleading or inadequate disclosure of financial information
- Wrongful employee termination
- Decisions regarding mergers or acquisitions
- Discriminatory practices and/or harassment
- Breach of duty
- Business interference
- Deceptive trade practices or anti-trust actions
- Mismanagement of funds
- Conflicts of interest
- Unjust compensation/enrichment

Steps critical to securing the most valuable D&O coverage for your organization

Agent or Broker – Your agent or broker should specialize in management liability products (D&O, Employment Practices Liability (EPL), Fiduciary Liability, Professional Liability) and have extensive underwriting and placement experience. This may or may not be your property & casualty broker since the products available are not "boiler plate policies" and typically coverage is specifically tailored to meet the needs of each individual insured. An experienced broker will have a "game-plan" for the placement of your program and will share this with you at the onset of the process. Access to markets is also critical in this decision.



CBIZ Insurance Services, Inc.

CBIZ INSURANCE SERVICES, INC.

INTERNAL USE ONLY


Individual Directorship Liability Coverage

As a corporate director or officer, your personal assets may be at risk

Individual Directorship Liability (IDL) is designed to provide independent directors with the additional protection they need as they face unprecedented liability. The policy's value comes from its ability to respond, as a primary or excess policy, when an independent director's personal assets are most vulnerable in a Directors & Officers (D&O) liability claim.

The most common scenarios include:

- Traditional D&O cover is rescinded
- Company financial reports are restated
- A non-severable warranty is breached
- Company's bankruptcy precludes the traditional D&O coverage from responding
- Underlying D&O policy limits have been exhausted




Some IDL policies can be enhanced to include Difference in Conditions (DIC) coverage, extending coverage to provide non-rescindable first-dollar protection in certain non-indemnifiable claims where the failure of traditional D&O insurance to respond could leave an independent director in need of additional coverage. This can include situations in which an underlying carrier is insolvent and unable to pay, an exclusion contained in the traditional D&O policy (and that is not contained in the IDL policy) prohibits the traditional policy's response, or a carrier wrongfully refuses to indemnify insured individuals.

Protection in a rescission

If the primary D&O policy is rescinded, whether due to corporate wrongdoing or because the policy was underwritten based on false or misleading information, "innocent" independent directors are left with their personal assets at risk. IDL provides non-rescindable limits exclusively for independent directors. An IDL covers defense costs, settlements, and judgments in D&O claims when the primary and/or excess D&O policies do not advance payments and are rescinded or threatened to be rescinded.

Coverage despite financial reporting restatement

The restatement of financial reports usually triggers a restatement exclusion and leaves independent directors without access to D&O coverage in the securities claims that often follow such a restatement. IDL provides coverage for independent directors when the restatement exclusion on the primary and excess D&O policies is activated.



CBIZ Insurance Services, Inc.

CBIZ Insurance Sample Risk Management Reports



CBIZ Real Estate
Retail – South Florida
Services Capabilities

Claims and loss control expertise integrated with commercial real estate industry knowledge.



CBIZ Insurance Services, Inc.
Risk Management Solutions

Local Services, National Resources ... Experts You Can Count On

-  **Claims Advocacy** – for the simplest slip and fall to complicated contractual lawsuits to valuation issues
-  **Claims Management** – Report and follow up on claims, including seeing it through to acceptable resolution and proactively communicating status
-  **Claims Review** – Initiate periodic claim reviews to identify trends and ensure timely closure
-  **Loss Control Management** – Conduct on-site inspections, loss analysis, coordinate carriers and manage loss committees
-  **Safety** – Implement custom safety training program, including disaster preparedness

Serving 12,000 Retail Clients, including:

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- 
- 

STEWARDSHIP REPORT
DATE
Presented by:
Drew Meadows, Executive Vice President
www.cbiz.com/800.303.3030 | 404-434-9265- drew@cbiz.com
Producer Name
Producer E-mail | Producer Phone Number

Presented to:

LOGO
COMPANY NAME




Robert Grand, CPCU, ARM, ARe
Vice President, Risk Management


Peter Carvajal, CSP
Vice President, Loss Control



Contact us for a no-obligation consultation and risk assessment:


Peter Carvajal, CSP
Email: pcarvajal@cbiz.com
Cell: 561-352-7115- ALWAYS AVAILABLE

CBIZ National Resources for Risk Management

As your business grows and becomes more sophisticated, your potential for complex risk grows. CBIZ Insurance Services, Inc. employs some of the most experienced industry-focused risk management and insurance professionals in the business who can:

- Review operations, exposures and current strategies, including:
 - ◆ Risk Identification
 - ◆ Cost Containment Efforts
 - ◆ Workplace Safety Programs
 - ◆ Claims Management
 - ◆ Risk Transfer
- Analyze existing insurance programs and outline potential exposures
- Provide suggestions for improvement and written strategies to implement change
- Provide risk control consulting and safety promotion programs
- Analyze workers' compensation experience modification calculation
- Calculate property values and business interruption exposures

CBIZ Claims Management

Our claims promise to our clients is simple. CBIZ will always act as an advocate for our clients during their claims process to deliver superior service, expedite a resolution, and ensure that your settlement is prompt, fair and equitable. Your claim advocate will ensure that the carrier has engaged all appropriate resources to help mitigate your loss. Specific to workers' compensation claims we provide access to:

- Immediate incident or injury management (24/7/365)
- Recorded and documented injury or incident reports
- Minimized overall work place injury costs

Risk Control Services

Proactive loss control and loss prevention can lead to a reduction in insurance costs. In fact, controlling losses at the source remains the most effective way to contain insurance costs and preserve workplace efficiency.

CBIZ can assist you in reducing your losses by providing:

- Risk Assessment Audits
- Facility surveys
- OSHA compliance consultations
- Risk control audits
- Safety and training, program development
- Integration of wellness and safety initiatives

With 24 offices across the country and a staff of more than 300 experienced insurance sales, account management and client service experts, you can count on CBIZ Insurance Services, Inc. to provide personalized, consultative advice on financial protection for your most important assets.

CBIZ Insurance Sample Case Studies

Commercial Real Estate Case Study



www.cbiz.com/commercialrealestate

Complete Insurance Audit Yields Improved Coverage and \$600,000 in Annual Savings

Client Profile	
Annual Revenue:	\$10 million
Number of Employees:	85
Entity Structure:	Limited Liability Corporation
Industry:	Real Estate - Property Management
Ownership Structure:	Privately Held
Geographical Footprint:	Properties in Multiple States

As one of the largest publicly owned property and casualty insurance brokers in the country, we represent the finest companies in the industry and provide world-class product and liability coverage services. We're positioned to negotiate with the most competitive insurance carriers to assure our clients of the best products and full service, including commercial lines, risk management, executive protection, loss control services and coverage for specialty industries such as architects and engineers, videography and whitewater rafting.

Problem

The client manages several multi-family properties in multiple states. During a consultative discussion with their financial and tax advisors, CBIZ MHM, the client agreed that a complete insurance audit would be welcomed to determine the adequacy of coverage and possibilities for cost savings.

Solution

Our CBIZ insurance audit program identified both gaps in coverage and opportunities for savings. Specifically, there was a complete exclusion of flood exposure in a flood zone and low lying areas that caused the client to be out of compliance with their loan and at risk for a loss that could have cost millions of dollars. Additionally, we noted that a number of locations were identified as dog friendly properties yet their umbrella and liability coverage specifically included an animal exclusion. Through our national program, we were able to provide improved coverage, removed the exclusions, and ultimately saved the client \$600,000 in annual insurance expense.

Outcome

In addition to improved coverage at a lower cost, the client's assets returned increased market value based on decreased operating costs. buoyed by their confidence in CBIZ as their advocate for both financial and risk management, the client is considering substantial expansion of their operation by acquiring a residential real estate portfolio.

 **For more information about CBIZ insurance audit services, please contact Greg Cryan, Regional President, CBIZ Insurance Services at 678.297.7776 or GCryan@cbiz.com.**

 **For more information about CBIZ financial services, please contact Neal Wilner, Senior Managing Director, CBIZ MHM, LLC at 312.602.6868 or NWilner@cbiz.com.**

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Construction Case Study



Comprehensive Insurance Audit Enhances Coverage & Generates \$300,000 in Savings

Client Profile	
Annual Revenue:	\$180,000,000
Number of Employees:	300
Entity Structure:	Corporation
Industry:	Construction
Ownership Structure:	Privately Held
Geographical Footprint:	Regional

Reduce Expenses. Increase Cash Flow. Minimize Risk.
CBIZ Insurance Services, Inc. provides a holistic approach to managing your organization's risk. As a top 20 U.S. business broker we offer coverages from the best carriers in the industry, which means better options, value and price for clients. Additionally, we identify risk, analyze costs and develop the most effective strategies for transferring, mitigating and managing risk. Clients receive the resources of national broker and the personal attention of a local office.

Problem

The client, a prominent general contractor in the Southeast, routinely uses subcontractors to complete large construction projects. During a consultative discussion, the client expressed that they were confident that they had sufficient coverage if an incident occurred. Nonetheless, the client agreed to let us conduct a comprehensive coverage audit. The audit uncovered significant coverage gaps and pricing inconsistent with current marketplace conditions.

Solution

Armed with audit data, we identified construction defect coverage deficiencies in the liability policy. This gap in coverage could significantly expose the client's assets, if an incident was to occur. We took a long term business strategy approach to determine how we could provide the best possible coverage while protecting their assets. The insurance solution implemented eliminated the gap in coverage and reduced their total cost of risk.

Outcome

Through a comprehensive restructuring of their entire insurance program, the client achieved enhanced coverage and \$300,000 in annual savings. This savings allowed the client to deploy capital in other areas of their business, enabling for further company growth. Over the past three years of working with CBIZ, the client has saved over \$900,000 in premiums with revenue growth from \$130 million in 2013, to \$180 million in 2015.

 **CBIZ Insurance Services, Inc.**

For more information about risk management in the construction industry, please contact:

 **Nelson Gorman
CBIZ Franchise President
404.791.8822
ngorman@cbiz.com**

 **Phil Leah
Vice President
404.401.2942
pleah@cbiz.com**

www.cbiz.com/insurance

Commercial Real Estate Case Study



www.cbiz.com/commercialrealestate

Client Saves \$130,000 and Improves Its Property & Liability Coverage

Client Profile	
Annual Revenue:	\$18M
Number of Employees:	3
Industry:	Commercial Real Estate
Ownership Structure:	Primarily held investment firm (LLC)
Geographical Footprint:	Properties in more than 30 states

Reduce Taxes. Increase Cash Flow. Minimize Risk.
CBIZ delivers financial advisory, tax strategy, risk mitigation and valuation services to help you safeguard your assets, maximize your net operating margins, improve your return on investment, and ultimately increase the value of your properties. As one of the largest publicly owned property and casualty insurance brokers in the country, we are positioned to negotiate with the most competitive insurance carriers to assure our clients of the best products and full service.

Issue

The client owns and manages more than 2.5 million square feet of commercial property in multiple states. Two different agents had been handling the property and liability coverage, but the developer had concerns neither was considering its overall insurance program.

Solution

CBIZ MHM, the client's financial advisor, recommended a complete insurance review through CBIZ Insurance Services to examine both risk exposure and cost of coverage. The review exposed significant coverage exclusions within the developer's insurance program. Deductibles in certain areas were so high that had the developer incurred any type of wind or water damage, it would have had very little insurance coverage to help with the costs of repair. Other areas did not have coverage under its excess umbrella policy, which could have also presented problems in the event the developer needed to make a claim.

Outcome

By proactively identifying its issues, the client was able to both improve coverage and reduce its cost, averting the risk of discovering coverage gaps during a claims process and saving an estimated \$130,000 annually.

Holistic Approach to Client Service

We are in the business of client service. We contribute value by taking a holistic, advisory approach, listening to client concerns and anticipating client needs. Time and again, as in this case, this has been shown to be our best opportunity to contribute to client success throughout the business lifecycle.

 **For more information about business and risk management solutions, please contact Greg Cryan, Regional President, CBIZ Insurance Services, Inc. at 678.297.7776 or GCryan@cbiz.com.**

 **For more information about CBIZ MHM tax and accounting services, please contact your CBIZ MHM advisor or Brian Cohen, Director, CBIZ MHM - Boca Raton at 516.994.6050 or BCohen@cbiz.com.**

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CBIZ Retirement Planning Services





Key Associates- Retirement Planning Services

Brian E. Dean, CFA, CPA- President

Brian is the President for CBIZ Retirement Plan Services, leading the retirement plan and wealth management consulting practices. Mr. Dean graduated from John Carroll University with honors. He holds the Chartered Financial Analyst (CFA) designation and is also a Certified Public Accountant (CPA).

Brian's retirement plan consulting team serves the fiduciary, investment, actuarial, administrative and communication needs of retirement plan sponsors of both public and private companies. They implement CBIZ's proprietary fiduciary risk management process known as The CBIZ Fiduciary Risk Manager™, which was established to help individuals manage the personal liability associated with being a Fiduciary to a qualified plan. Brian and his team have been recognized by PlanSponsor as one of the "Best of the Best" retirement plan advisory teams in the United States. CBIZ Retirement Plan Services was

named one of PLANADVISER'S Top 100 Retirement Advisers in 2014 and 2015.

Brian has over twenty-five years of experience in the money management industry, including investment analysis, portfolio management and consulting to corporations and high net worth families. His wealth management team provides portfolio management and investment consulting services to individuals seeking conservative, credentialed counsel.

Brian is active in many non-profit organizations in Northeast Ohio. He serves as the board chair of the Jesuit Retreat House and is a past President and current board member of the Cleveland Chapter of Legatus. He is active on the finance and endowment investment committees of his alma mater, St. Ignatius High School. He also serves on the finance committees of Cleveland Right to Life, as well as the FEST. Brian and his wife, Maria, live in Brecksville, Ohio, and have four children, Michael, Anna, Olivia and Julia.





Key Associates- Retirement Planning Services

Eric M. Endress- CFA, AIF- Vice President

Eric is a Vice President and Senior Investment Consultant for CBIZ Retirement Plan Services. He holds the Chartered Financial Analyst (CFA) designation and also holds Series 6 and 63 Securities licenses. Eric earned the Accredited Investment Fiduciary® (AIF®) professional designation, awarded by the Center for Fiduciary Studies. Through the Center for Fiduciary Studies he has received formal training in investment fiduciary responsibility.

Eric is responsible for implementing CBIZ's proprietary fiduciary risk management process known as The CBIZ Fiduciary Risk Manager™. The CBIZ Fiduciary Risk Manager™ was established to help individuals manage the personal liability associated

with being a Fiduciary to a qualified plan.

Eric's core responsibility is to consult with institutional clients to help them better manage the various aspects of their retirement programs. He works with plan sponsors of public, private and non-profit organizations. Eric also establishes CBIZ's investment due diligence processes and manages its' team of Investment Consultants.

As a Target Date Fund specialist, Eric has written white papers on the matter and been quoted by *CNN Money*. Eric has also been published in *Crain's Cleveland Business* on the topic of yielding healthy retirement income.

CBIZ Retirement Plan Services was named one of PLANADVISER'S Top 100 Retirement Advisers in 2014 and 2015. They were also recognized by PlanSponsor.com as one of the "Best of the Best" retirement plan advisory teams in the United States.



CBIZ Retirement Planning Sample Information



Specialized experience for your Retirement Plan needs.

Trust the nationally-recognized team of 401(k) specialists at CBIZ Retirement Plan Services to improve your retirement plan.

From ensuring that your plan is operating within the latest compliance regulations to identifying the best investment options for plan participants, CBIZ has the specialized 401(k) knowledge, industry experience and unbiased advice to reduce the risk and stress that comes with plan sponsorship.

Learn more at retirement.cbiz.com or call (866) 560-2431.



The proven CBIZ Fiduciary Risk Manager™ process lowers liability and improves governance across all SIX areas of primary risk.

COMPLIANCE/ACTUARIAL

Our consultants ensure your plan remains in compliance through proper administration and successful completion of all required filings and notices.

INVESTMENTS

Independent and credentialed experts review your investment offerings and make recommendations that will provide plan participants the best mix of investment options to meet their retirement goals.

PARTICIPANTS

From printed materials to unbiased, in-person consultations and technology-based products, CBIZ offers multiple ways to help you educate, advise and communicate with plan participants.

FEES & EXPENSES

Our periodic examination and analysis of total plan costs will benchmark your plan's fees in relation to the services provided.

MERGERS & ACQUISITIONS / CONVERSIONS

Rely on the experienced team at CBIZ to reduce the anxiety of converting or merging retirement plans—including changing recordkeepers.

FIDUCIARY GOVERNANCE

Having a formal, documented governance process lowers organizational risk, reduces personal liability and delegates fiduciary duties. Let CBIZ guide you.

NATIONAL RESOURCES LOCAL SERVICE

Atlanta
Baltimore
Boston
Charlotte
Chicago
Cleveland
Columbia
Cumberland
Denver
Houston
Kansas City
Lawrenceville
Los Angeles
Minneapolis
Orlando
Philadelphia
Phoenix
Salt Lake City
San Diego
San Jose
St. Louis
Tucson



CBIZ CASE STUDY

Provided to highlight the benefits of The CBIZ Fiduciary Risk Manager™

CBIZ improves participation rate by 28% that results in ADP test passing

CBIZ assisted the client with improving the probability of their employees meeting their retirement plan goals, lowering the personal liability and financial risks of the fiduciaries and the organization by utilizing the process designed within the CBIZ Fiduciary Risk Manager™.

Client Profile

CLIENT
Publicly traded company

NUMBER OF PARTICIPANTS
5,087

TYPE OF PLANS
401(k)

PREVIOUS PROVIDER
Ascensus

NEW PROVIDER
MassMutual

Executive Summary

CBIZ was engaged to assist the company in the following ways:

- Negotiated fees/expenses
- Performed conversion services
- Engaged as a 3(21) investment fiduciary
- Evaluated discrimination testing and eligibility procedures
- Provided an annual communication strategy to reach employees, including automatic enrollment and automatic deferral increases

Outcome

- Lowered total plan costs by \$190,000
- Converted the 401(k) plan to a fully bundled platform at MassMutual, taking advantage of all their automated services
- Lowered organizational risk and allowed client to focus on core business during conversion
- Lowered fiduciary liability associated with selection, monitoring, and replacement of investments
- Identified opportunities for improvement to participant eligibility process
- Improved the NHCE deferral rate to save \$55,000 in annual refunds to 350 HCEs.
- Established participant newsletter and investment advice help desk for participants
- Improved participation rate by 28%

SIX PRIMARY RISK AREAS OF PLAN FIDUCIARIES

- Fees & Expenses
- Compliance/Actuarial
- Investments
- Mergers & Acquisitions, Conversions
- Participants
- Fiduciary Governance



This proprietary process developed by CBIZ is designed to help plan sponsors increase the probability of their participants meeting their retirement goals, while lowering their personal and financial risks associated with the management of the plan.



Investments and advisory services offered through CBIZ Financial Solutions, Inc., member FINRA, SIPC and SEC Registered Investment Advisor; also CBIZ Retirement Plan Advisory Services. CBIZ Financial Solutions, Inc. is a subsidiary of CBIZ, Inc. (NYSE Listed: CBZ) 6050 Oak Tree Blvd., Suite 500 • Cleveland, OH 44131.



To learn how The CBIZ Fiduciary Risk Manager™ can help you or your clients, please contact us at retirementinfo@cbiz.com or (866) 560-2431.

Securities and Investment Advisory Services offered through CBIZ Financial Solutions, Inc. • Member FINRA, SIPC and Registered Investment Advisor 6050 Oak Tree Blvd., Suite 500 • Cleveland, OH 44131 • (866) 560-2431

Multiple Services with a Single Focus: Your Success

Growth and Success. Efficiency and Profitability.

It's likely these goals are top priorities for your business. It's also likely that the daily distractions of financial and employee issues diminish your ability to focus on those goals.

CBIZ enables you to dedicate your time to critical business matters by providing custom solutions that help you manage your finances, risk and employees.

We offer clients exceptional quality and diverse capabilities with the personal attention your business needs and deserves, all with a single focus: your success.



FINANCIAL & ACCOUNTING

CLIENT

BENEFITS & INSURANCE

Financial & Accounting

- Accounting & Tax
- Government Health Care Consulting
- Financial Advisory
- Valuation
- Litigation Support
- Risk & Advisory Services
- Real Estate Advisory Services

Benefits & Insurance

- Employee Benefits
- Payroll/HRIS
- Property & Casualty
- Retirement Plan Services
- Human Capital Services