Insurance and Preventive Risk Management

Breakfast presentation for The Global Business Landing Center at ICNC – Launching a US Subsidiary in Chicago



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Agenda

- Mesirow Financial Overview & Insurance Services Division
- Insurance A Little Bit of History
- Definitions Insurance vs. Risk Management
- Insurance Requirements within Contracts
 - Various Types of Contracts
 - Specific Contract Requirements
 - Common Insurance Requirements
- Importers/Distributors/Manufacturers: The "Products Liability" question
- Employee Benefits Services
- Questions
- Appendix

All materials contained within are samples and are used solely for educational purposes and are not to be construed as legal documents.





A Little Bit of History

- The origin of insurance is probably going way back to the Phoenicians. At that time the ship/boat owners & merchants decided to share the risk of losing their shipments due to weather conditionsand pirates!
- Around 2700 B.C. the builders of the great pyramids constituted a loss fund to pay for funeral expenses of their stone workers. It was considered an incentive.
- The first mortality table was promulgated in Rome in 220 A.D.
- During the aftermath of the big fire in London in 1666 (13,200 buildings were destroyed within 7 days) the first idea of an "insurance company" was discussed and gave birth to what we know today as the Lloyd's of London.





Definitions

- Insurance vs. Risk Management
 - "Insurance is the mechanism for <u>contractually</u> shifting burdens of a number of Pure Risks by pooling them.
 - "A Pure Risk is a situation involving a chance of a loss or no loss, but no chance of gain."
 - "Risk Management is the procedure to minimize the adverse effect of a potential financial loss by (1) identifying potential sources of loss; (2) measuring the financial consequences of a loss occurring; and (3) using controls to minimize actual losses or their financial consequences."





Pure Risks and Insurance Products

Property

Time Element

Earthquake and flood coverage Water damage Peak season Property at other locations Reporting form Functiona I replacement cost Building ordinance coverage Foreign property Contamination

Consequential loss

coverage

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Boiler and machinery

Business income Contingent business income suppliers or recipients Rental income Off-premises service interruption Extended period of indemnity Extra expense

Property & Casualty

Workers' Compensation

Leased employees Stop gap employers liability USL&H Safety programs

Marine

Tran sit Ocean cargo Valuable papers and records Accounts receivable Salesman sample floater Exhibition floater Installation/erection floater Equipment floater Fine arts

Liability

Directors and officers liability Fiduciary liability Employee benefit liability Product recall Pollution liability Foreign liability Fire legal liability Vendors liability Discrimination Harassment Wrongful termination

Auto

Uninsured motorist limit Underinsured motorist limit Towing coverage Rental reimbursement Physical damage for rental cars

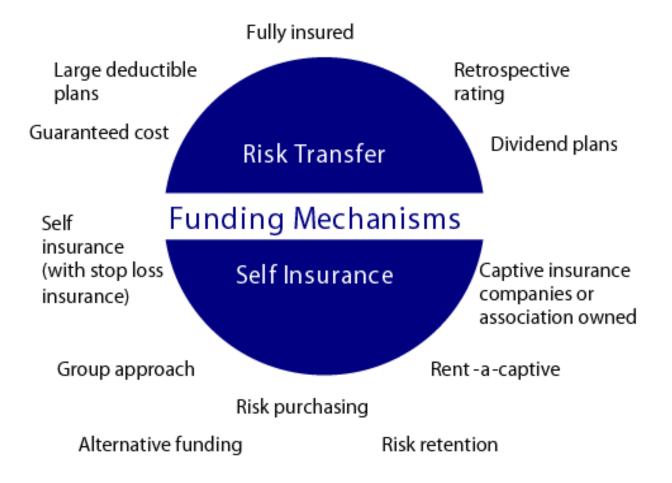


Crime

ERISA bond Fidelity bond Money and securities Depositors forgery Credit card forgery Kidnap and ransom Computer fraud



Insurance Funding Options







Risk Management Services





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Various Types Of Contracts

- Loan.
- Lease.
- Vendors:
 - Maintenance.
 - Service.
 - Products.
 - Outsourcing.
- Development/Construction Contract.
- Purchase/Sale Agreement.
- Special Events.
- Staffing Contracts Including Independent Contractors.





Specific Contract Requirements

- Indemnification & Hold Harmless.
- Waiver of Subrogation.
- Insurance Requirements.





Indemnification & Hold Harmless

- Specify the types of losses or liability the indemnification agreement covers.
- Clauses often transfer more risks than are insured by liability policies.
- Indemnification/hold harmless agreement absolves (holds harmless) the recipient party of any negligence for which he/she might otherwise be responsible and provides the terms or reimbursement for any financial loss incurred by the recipient party.
- Two types of indemnification:
 - Those that indemnify against loss or damage.
 - Those that indemnify against liability.
- Scope of indemnification:
 - Broad.
 - Intermediate.
 - Limited.





Sample Indemnification/Hold Harmless Agreement

" agrees to indemnify and hold harmless and its directors, officers, employees, and insurers against any and all losses, damages, costs, claims, lawsuits, judgments, settlements, and expenses including without limitation attorneys' fees and court costs due to any breach of contract. agrees to defend, indemnify, protect and save harmless from any and against any and all losses, damages, costs, claims, lawsuits, whether groundless or not, judgments, settlements and expenses including without limitation, attorneys' fees and court costs, arising or alleging to have arisen out of injury to any persons or animals, death, or damage to any property, whether owned, leased or used by the _, its agents, or employees in connection with the work herein contemplated; provided, however, this provision shall not be construed so as to have the effect of indemnifying and holding harmless from and against such losses, damages, costs, claims, lawsuits, judgments, settlements, and expenses which shall arise solely out of the acts or omissions of the _____ in connection with the work herein contemplated."





Waiver of Subrogation

- Agreement between parties that one or the other or both will not pursue any subrogation rights.
- Mutual or unilateral.
- Carrier's approval for certain coverage is required.
- Additional insured status and subrogation waivers interact with varying results under different insurance policies.





Sample Waiver of Subrogation

"To the extent permitted by law, ABC COMPANY hereby releases JKL INCORPORATED, its elected and appointed officials, employees, and volunteers and others working on behalf of JKL INCORPORATED from any and all liability or responsibility to ABC COMPANY or anyone claiming through or under ABC COMPANY by way of subrogation or otherwise, for any loss or damage to property caused by fire or any other casualty, even if such fire or other casualty shall have been caused by the fault or negligence of JKL INCORPORATED, its elected or appointed officials, employees or volunteers, or others working on behalf of JKL INCORPORATED. This provision shall be applicable and in full force and effect only with respect to loss or damage occurring during the term of this agreement, and ABC COMPANY'S policies of insurance shall contain a clause or endorsement to the effective that such release shall not adversely affect or impair such policies of prejudice the right of ABC COMPANY to recover thereunder."





Common Insurance Requirements

- Contract will typically indicate at the least:
 - Coverages.
 - Terms.
 - Conditions.
- Carrier's rating.
- The acceptable evidence of insurance or certificate that is required.
- The insurable interests that need to be included.
- Examples to follow:
 - Sample loan requirements.
 - Sample lease requirements.
 - Sample contractor services requirements.
 - Sample product vendor contract.
 - Sample IT/software consulting/licensing agreement.





Sample Loan Requirements

INSURANCE; CASUALTY; CONDEMNATION; RESTORATION

Insurance Coverage Requirements. Borrower shall, at its sole cost and expense, keep or cause to be kept in full force and effect insurance coverage of the types and minimum limits in accordance with the following (and to the extent any Lease requires insurance coverage exceeding the minimum requirements set forth herein, in accordance with such specific Lease requirement) during the term of this Agreement:

Property Insurance. Insurance against loss customarily included under so called "All Risk" policies including flood, earthquake, vandalism, and malicious mischief, boiler and machinery, and such other insurable hazards as, under good insurance practices, from time to time are insured against for other property and buildings similar to the Improvements and Building Equipment in nature, use, location, height, and type of construction. Such insurance policy shall also insure the additional expense of demolition and increased cost of construction due to the enforcement of laws regulating reconstruction at the time of rebuilding following a loss. The amount of such "All Risk" insurance shall be not less than one hundred percent (100%) of the replacement cost value of the Improvements and the Building Equipment. Each such insurance policy shall contain an agreed amount (coinsurance waiver) and replacement cost value endorsement and shall cover, without limitation, all tenant improvements and betterments which Borrower is required to insure in accordance with any Lease. If the insurance





Sample Lease Requirements

INDEMNITY AND INSURANCE

- **Indemnification by Tenant.** Tenant will indemnify and hold Landlord harmless from and against all loss, cost, expense, and liability whatsoever (including Landlord's cost of defending against the foregoing, such cost to include attorney's fees) resulting or occurring by reason of Tenant's construction, use or occupancy of the Premises.
- **Commercial General Liability Insurance.** Tenant agrees to carry public liability insurance covering the Premises and Tenant's use thereof, together with contractual liability endorsements covering Tenant's obligations set forth in Article _____, Section ____, above, in companies and in a form satisfactory to Landlord with an A.M. Best Rating or its equivalent of _____ or better, and with a minimum limit of \$______ on account of bodily injuries to or death or property damage for each occurrence and a minimum limit of \$______ general aggregate. Such insurance shall also provide that the general aggregate limits apply separately to each insured location, if applicable. Tenant shall deposit with Landlord prior to the date of any use or occupancy of the Premises by Tenant certificates evidencing the required coverages. Tenant's insurance policy shall name Landlord and such other parties as Landlord may from time to time designate in writing to Tenant as additional insureds under Tenant's insurance policy and shall bear endorsements to the effect that the insurer agrees to notify all additional insureds not less than ______ days in advance of any modification or cancellation thereof.
- Landlord's Liability. Landlord shall not be liable (i) for any damage to Tenant's property located in the Premises, regardless of the cause of such damage, (ii) for any acts or omissions of other tenants of the building, nor (iii) for any condition of the Premises whatsoever unless Landlord is responsible for the repair thereof, and has failed to make such repair after notice from Tenant of the need therefore, and expiration of a reasonable time for the making of such repair.
- Special Form Coverage Insurance. Landlord agrees to carry policies insuring the improvements on the building constructed by Landlord against fire and such other perils as are normally covered by extended coverage endorsements





Sample Contractor Services Requirements

Contract Review

Exhibit A

- 14.1 <u>Required Coverages.</u> Contractor shall provide and maintain, and shall require each Subcontractor (regardless of tier) to provide and maintain, in effect <u>during the performance of</u> <u>any Services</u> under the Agreement minimum insurance coverage with carriers satisfactory to (client) including:
- 14.1.1 <u>Workers Compensation</u> insurance with <u>statutory limits</u>, as required by the state in which the services are to be performed, and <u>employers' liability insurance</u> with limits of not less than one million dollars (\$1,000,000.00).
- 14.1.2 Commercial general liability insurance (with coverage consistent with <u>ISO CG0001(10/98)</u> providing bodily injury, and property damage and personal injury/advertising injury with a combined single limit of not less that one million dollars <u>(\$1,000,000.00)</u> per occurrence and <u>per project or location aggregate</u> and shall include blanket contractual covering Contractor's obligations under this Agreement, and products/completed operations for not less than <u>three</u> <u>years</u> from the date (client) and Contractor execute a Certificate of Final Completion, if applicable, or the date (client) accepts the Services.
- 14.1.3 <u>Automobile liability</u> insurance for owned, non-owned and hired autos with a combined single limit of not less that one million dollars (\$1,000,000.00) per accident.
- 14.1.4 <u>Excess or Umbrella liability</u> insurance with a combined single limit of not less than three million dollars (\$3,000,000.00) per occurrence and project or per location aggregate. These limits apply in excess of each of the mentioned policies.





Sample Products Vendor Contract

Insurance

Supplier shall obtain and maintain in full force and effect at all times during the term hereof the insurance coverage's described in this Section with one or more insurance carriers licensed to engage in the insurance business in the states wherein Products or Services are supplied or rendered:

Commercial Form General Liability Insurance with aggregate limits as follows:

General Products Completed	\$ million
Operations Aggregate	\$ million
Personal Injury and Advertising Injury	\$ million
Errors and Omissions	\$ million
4	

And \$ million per occurrence.

Business Auto Liability Insurance for owned scheduled non-owned or hired automobiles with a combined single limit of no less than \$ million per occurrence.

Workers' Compensation and Employers Liability Insurance in a form and amount covering Supplier's full liability under Workers' Compensation Insurance and Safety Act and in accordance with applicable state and federal laws.

Supplier, upon execution of this Agreement and periodically thereafter upon request, shall furnish with certificates of insurance evidencing such coverage. The policies of insurance providing the coverage's referred to in clauses and above shall name as an additional insured Coverage with respect to any potential tort liability, irrespective of whether such potential liability might be predicated on theories of negligence, strict liability or products liability. Premiums on all insurance policies shall be paid by Supplier and shall be deemed included in Supplier's obligations under this Agreement at no additional charge.





Sample IT/Software Consulting/Licensing Agreement

INSURANCE REQUIREMENTS

For at least the term of the Agreement or as more specifically described below, ______ and its subcontractors shall maintain the following insurance with an insurer that holds an AM Best rating of minimum A-VII: (a) Fidelity bond coverage in the amount of at least US\$5,000,000, with a responsible surety company with respect to all of 's employees as may be necessary to protect against losses, including, without limitation, those arising from theft, embezzlement, fraud, or misplacement of funds, money, or

 documents. Coverage must extend to any losses incurred by ______ due to theft, embezzlement, or fraud by ______ or its

 employees. ______ further agrees to notify ______ in writing within five (5) days of filing a claim under such coverage and to assign to ______ the proceeds of such coverage allocable to losses suffered with respect to the property of ______.

 (b) Professional Indemnity insurance coverage in the amount of at least US\$10,000,000 covering ______ and its employees. If insurance is on

 claims made basis, coverage must be in place for a minimum of one year beyond the termination of this contract. (c) All Risks Property insurance with limits of not less than US\$5,000,000 per occurrence covering property of the used to provide its services and any property of ______ in _____ 's care, custody and control at replacement value. (d) Minimum Limits in connection with the performance of this Agreement: Automobile Liability US \$1,000,000 Per occurrence • Workers Compensation - Statutory limits Employer's Liability US \$1,000,000 Disease Each Employee US \$1,000,000 Each Accident US \$1,000,000 Disease Policy Limit **Commercial General Liability** US \$1.000.000 Per Occurrence US \$2,000,000 General Aggregate US \$2,000,000 Products/Completed Operations Aggregate Umbrella/Excess Liability US \$10,000,000 Per Occurrence US \$10,000,000 Aggregate **Other Requirements:** Within 10 days of execution of this Agreement, ______ shall furnish certificates of insurance evidencing the policies described above, satisfactory to _____as to contents and carriers. ______shall cause its insurers to waive their rights of subrogation against ______. In countries where permitted, a certificate of insurance for the general liability, automobile liability and umbrella/excess coverages shall be issued by _____ containing the following language: and its affiliated entities including but not limited to officers, partners, directors, employees, and agents are named as additional insureds. Such coverages shall apply on a primary and non-contributory basis". will cause its insurers to provide with at least 30 days prior written notice of cancellation to the policies listed above.





Importers/Distributors/Manufacturers -The "Products Liability" question

- Similar to any other contract, an insurance policy includes specific conditions, limitations, and exclusions.
- For the purposes of this meeting we will consider the following:
 - Coverage Territory definition.
 - Coverage period/timeframe.
 - Coverage limits.





Coverage Territory Definition

- USA & Canada are the two only countries excluded from most of foreign insurance policies. Therefore if a
 foreign company is actually planning to distribute products in USA/Canada markets, they will have to deal
 with the issue.
- CASE #1: Foreign entities doing business in USA/CANADA markets without formal subsidiaries:
 - They have no rights to purchase an American/Canadian insurance policy.
 - They can only modify/amend/endorse the coverage Territory definition of their insurance policy wherever it is in force.
 - It usually generate two sets of premium rates one for USA/CANADA annual revenues and one for the rest of the world.
 - It usually also generate two sets of policy coverage limits and/or retention.
- CASE #2: Foreign entities doing business in USA/CANADA markets with local formal subsidiaries:
 - They actually quickly have the obligation to purchase local admitted insurance in the USA/CANADA because:
 - They may fall under a policy limitation/exclusion under their foreign insurance policy (..."unless you have a permanent location"..."unless it is for more than 90 days"..).
 - They need to comply with local contracts (leases, ordinances, other business contracts...).
 - It participates to the idea of shielding the assets/goodwill of the Holding Parent.
 - The ease of purchasing insurance in the USA/CANADA will be dictated by the nature of their operations in these countries:
 - Manufacturer's representative.
 - Distributor.
 - Manufacturer/Assembler.
 - Installation & turn-key operations.
 - Maintenance & training.





Coverage Period/Timeframe

- Standard USA/CANADA insurance policies are written for a one-year period. They are usually not automatically renewed. However the insurer has an obligation to send a notice at least 30/60 days in advance in case of non-renewal, change of terms & conditions, premium increase by more than 30%.
- The actual premium is usually based on Sales and auditable. The deposit premium is calculated on an estimated figure for annual sales and revised at the end of the insurance period based on actual sales figures.
- Coverage can be provided on an "Occurrence" policy form or a "Claims-Made" policy form.
- OCCURRENCE
 - The coverage needs to be in effect at the time the incident "occurs". If your insurance policy goes from January 1st 2010 to December 31st 2010 with insurer ABC, and then you moved the coverage to insurer XYZ as of January 1st 2011, you will report a claim to the appropriate carrier based on the date it actually occurred.
 - Sometimes the consequence of a faulty product can only be discovered after months or even years.
 - This policy will remain valid as long as the insurance company is still around to pay claims and as long as the incident that triggers coverage can be traced back to the period of insurance.
 - It is always more expensive, and even sometimes unavailable, depending on the possible tail of claims related to your products.
- CLAIMS-MADE
 - The coverage needs to be in effect at the time of the discovery of a claim and at the time it is reported to the insurer in other words, at the time the "claim is made". If your insurance policy goes from January 1st 2010 to December 31st 2010 with insurer ABC, and then you moved the coverage to insurer XYZ as of January 1st 2011, you will report claims to XYZ during year 2011 even if the origin of the claim can be traced back to the period of insurance with insurer ABC.
 - You have no more any insurance for the policy period if/when the policy is cancelled or non-renewed.
 - You have no insurance for claim occurring before the "retroactive date."
 - Most policies would include an "extended reporting period" automatically and possibly options to purchase additional time.
 - Most policies from European insurers are written as "Claims-Made" policy forms.





Coverage Limits

- Financial limits:
 - Per Occurrence/Per Claim limit \$1,000,000 is standard additional limits available through Umbrella/Excess Liability.
 - Aggregate limit Per Policy Year/Per Project/Per Location.
 - Defense Costs Limited to the "Per Occurrence/Per Claim" limit or unlimited.
 - Deductible/Self-Insured Retention Including Defense Costs or not.
 - Insurer's financial strength (A.M. Best).
- Policy Wording limits:
 - Naming various "Additional Insureds."
 - Accepting a contractual "Waiver of Subrogation."
 - Accepting that your policy applies as "Primary and Non-Contributory."





What Is A Products Liability Claim?

- Bodily Injury & Property Damage:
 - The insurance company agrees to pay amounts the insured is legally obligated to pay as damages for bodily injury and property damage that this insurance covers. This includes all bodily injury and property damage that occurs away from the named insured's owned or rented premises that results from the named insured's product or work. It does not include those products still in the named insured's physical possession or work not yet completed or abandoned.
 - It is about bodily injury, disability, sickness or disease sustained by a person. This includes death resulting from bodily injury, sickness or disease whenever it occurs.
 - It is about physical injury to tangible property, including resulting loss of use of that property.
 The loss of use is treated as having occurred at the same time as the physical injury that caused it. It is also loss of use of tangible property not physically injured.
- Defense Costs:
 - The insurance company also has the right and duty to defend the insured against any suit that seeks those damages but only suits that seek damages that this insurance covers. It can investigate any loss and settle any resulting claim or suit at its discretion.





What A Products Liability Claim Is Not?

- It is not Product Recall.
- It is not Professional Liability/Professional Indemnity/Errors & Omissions.
- It is not the result of an expected or intended injury.
- Definition of Wrongful Act:
 - A wrongful act refers to any negligent act, error or omission, by the insured or any entity for which the insured is legally liable, arising out of the performance of or failure to perform professional services.





Conclusion about Products Liability:

- Insurance:
 - Products Liability insurance is a limited risk-transfer tool.
- Versus Risk Management:
 - The best way to limit the impact of an incident/accident is first to prevent it.
 - Eliminate the hazard.
 - Substitute less hazardous substances or processes (Pinch points, rubber vs. latex gloves).
 - Include engineering controls (Machines safeguarding, sensors).
 - Maintain administrative controls (hold harmless, limitation of responsibility, disclaimer).
 - Supplement personal protective equipment (eye protection, hearing protection).
 - Training (labels, manuals).
 - And second to implement best practices to reduce its ultimate financial impact:
 - Claim Management (pre-accident investigation, post accident investigation).
 - Crisis Management (What to do? Who to call? Social Media).





Employee Benefits Services





CNC

Step By Step Approach

Benefits Portfolio Management Step-by-Step Approach

1	DEFINE corporate benefits strategy (short term and long term)	 Review corporate goals, risk tolerance and financial objectives Gather information and data Determine administrative needs 	 Determine employee communication needs Identify benefits and funding design requirements Jointly develop short and long term goals
2	EVALUATE benefits portfolio	 Review plan's financial performance Examine current benefits portfolio and plan designs Determine utilization of benefits and providers 	
3	DESIGN insurance strategy	Identify plan design alternativesAnalyze appropriateness of current funding arrangement	 Review possible funding alternatives Assess feasibility of electronic employee eligibility data
4	ANALYZE market alternatives	 Examine reinsurance carrier's financial position and rating Conduct a managed care network feasibility study Prepare proposal request for marketing Submit proposal requests to appropriate markets 	 Enforce adherence to client deadlines Evaluate alternate funding solutions Analyze and consolidate proposal results
5	NEGOTIATE premiums aggressively	 Negotiate with current carrier/administrator Negotiate offers with alternate markets 	 Present marketing results Evaluate and negotiate alternate plan designs and their financial impact
6	EXECUTE cost controls	 Review employee contribution structure Negotiate provider discounts and carrier/administrator service guarantees 	Assess feasibility of wellness based contribution structure
7	IMPLEMENT program	 Coordinate employee communication materials Arrange employee communication meetings Review administrative documents and procedures Determine accuracy of employee booklets and plan documents 	 Evaluate accuracy of master contract Review accuracy of banking arrangements and initial premium statements Define management reports
8	DELIVER ongoing, proactive service	 Act as an employee benefits information resource Provide claims, billing and administration intervention when required Provide COBRA, HIPAA, FMLA and Flex advisory 	 Evaluate managed care network performance Review financial/claims experience and present findings Monitor underwriting and administrative performance and adherence to commitments
9	MONITOR industry and legislation	 Assess and evaluate benefits trends Monitor insurance industry's insurance carriers' product development Provide legislative and compliance updates when appropriate 	 Present national, regional and industry benefits benchmarking statistics Monitor insurance carrier's financial ratings
10	MANAGE renewals	 Conduct pre-renewal strategy session Review employee benefits questionnaires 	





Employee Benefits Services

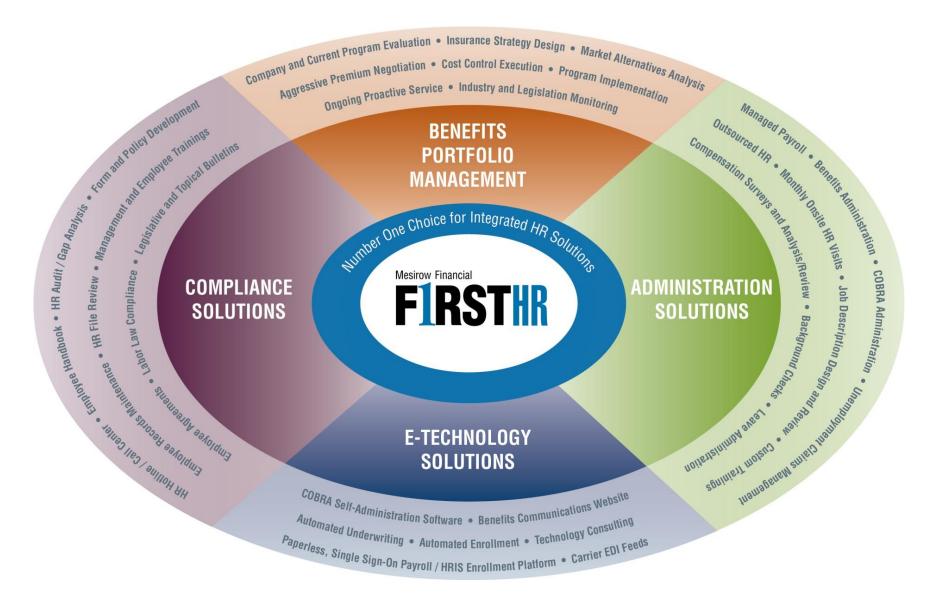
- We recognize that there are many essential elements of human resources and human capital management that need ongoing, proactive attention
- As your solutions-oriented partner, we continually keep the following goals with this in mind:
 - Blend and balance best-practice human resources solutions with innovative benefits portfolio management
 - Introduce best-of-breed, cutting edge e-technology solutions
 - Streamline workflows and offer time-saving administration solutions
 - Deliver cost controls
- We utilize our vast internal resources to create a comprehensive and complete benefits program and can manage/bring outsourced solutions, through strategic vendor alliances, when appropriate
- Utilizes a team approach to best serve the needs of our clients
 - Directed by principals of Mesirow Financial
 - Made up of experienced professionals
 - Provides personalized, dedicated, consistent service
- We represent a wide variety of industries
- Middle market companies (20 2,500 employees) are our strength
- Deep, long-standing relationships with insurance carriers = contacts at the highest levels and significant negotiating leverage

We welcome the opportunity to serve you as your number one choice for integrated HR solutions





Mesirow Financial FIRSTHR Number One Choice for Integrated HR Solutions







How do YOU manage the essential aspects of human resources?

Need fresh ideas for controlling health care costs? (Benefits Portfolio Management)

Do you "manage" employee information in more than one spot or are you buried under mountains of paper? (e-Technology Solutions)

Are you having to do more with fewer resources? (Administration Solutions)

Overwhelmed by health care reform and other legislative requirements? (Compliance Solutions)





Leveraging Insurance Company Relationships

- Highest ranking status with the largest insurance carriers
 - BlueCross BlueShield of Illinois (Blue Diamond)
 - CIGNA (Platinum)
 - Humana (Leaders Club)
 - United Health Care (Platinum)
- These designations afford our clients the highest level of services and the most senior representation available from these markets













working together together

toward a common goal

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- #1 BlueCross® BlueShield® of Illinois (BCBSIL) broker in total number of cases
- Blue Diamond producer (currently, only 4 brokers hold this designation)
- More than 575 covered employer groups
- Represent more than 50,000 covered employees and over 115,000 covered members
- Original and permanent member of BCBSIL Producer Advisory Council



CNC

Some of the Company We Keep







Speaker





Laurent Chevreau, ARM, CIC, CRM Vice President – Insurance Services Division – Large Lines

- Laurent Chevreau is a vice president within Mesirow Financial's Property and Casualty Insurance practice where he is responsible for the marketing and servicing of large national accounts. In addition and due to his active role as a Board Member of the French-American Chamber of Commerce (FACC) and as Conseiller du Commerce Exterieur de la France (CCEF) in Chicago, he has been developing his own client base, mainly among European manufacturers, consultants and contractors starting to do business in the United States. Laurent began his career in the insurance industry in 1994, while still residing in France. Before coming to the United States, Laurent gained valuable global experience at some of France's largest brokerage firms. Laurent holds the Associate in Risk Management (ARM), Certified Insurance Counselor (CIC) and Certified Risk Manager (CRM) designations.
- Mesirow Financial
 - Mesirow Financial is a diversified financial services firm headquartered in Chicago. Founded in 1937, it is an independent, employee-owned firm with more than 1,200 employees in locations across globally. With expertise in Investment Management, Global Markets, Insurance Services and Consulting, Mesirow Financial strives to meet the financial needs of institutions, public sector entities, corporations and individuals. For more information about Mesirow Financial, please visit our website at mesirowfinancial.com.





Appendix

- Insurance Analysis for Foreign Subsidiaries
- Certificates of insurance & Distributors Insurance Requirements samples
- Case Study: Insurance costs for your office & inventory at the ICNC's Business Incubator





Investment Management Global Markets Insurance Services Consulting mesirowfinancial.com

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