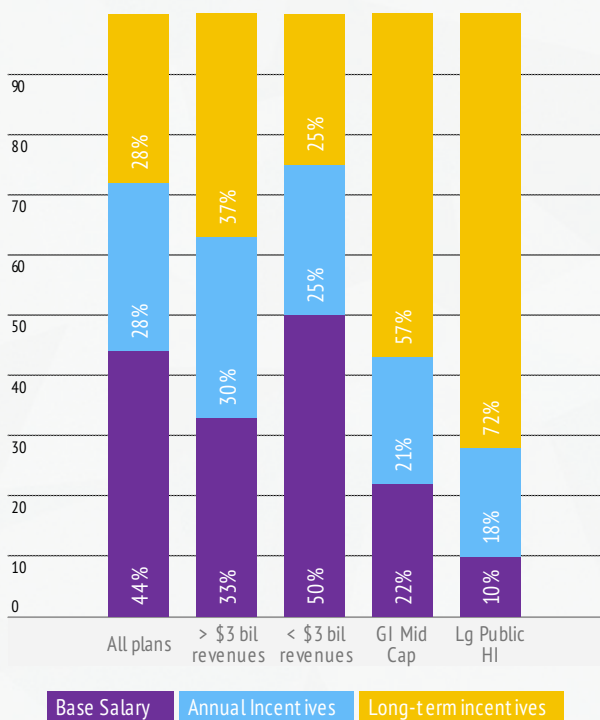


Study indicates BCBS CEOs see shift in pay, toward variable compensation

Annual and long-term incentives comprise about 56 percent of the CEO pay package in 2012 for Blue Cross and/or Blue Shield organizations, vs. 46 percent in 2007, according to the annual Executive Total Potential Remuneration Compensation, Benefits and Perquisites Survey, conducted by HR+Survey Solutions (www.hrssl.com). This is still significantly less leveraged than publicly held companies.



“If you want to attract top talent, you have to pay them well, and that requires creative thinking around compensation. I’m seeing a lot of room to grow the use of performance-based annual and long term incentives for the top team members.”

Judy Canavan, managing partner, HR+Survey Solutions