

Rank	Company	Application Development	E-Business	Data Access	Business Processes/ERP
28	Marsh & McLennan Cos.	Gold	Gold	Gold	Bronze
79	Standard Insurance Co.	Bronze	Bronze	Gold	Gold
99	John Hancock Mutual Life Insurance Co.	Gold	Gold	Bronze	Bronze
140	Hartford Financial Services Group Inc.	Bronze	Bronze	Bronze	Gold
147	CNA Financial Corp.	Bronze	Gold	Gold	Gold
172	Minnesota Mutual Life Insurance Co.	Gold	Gold	Bronze	Bronze
173	Aon Corp.	Bronze	Gold	Bronze	Bronze
257	Prudential Insurance Co. of America	Bronze	Bronze	Bronze	Bronze
272	Metropolitan Life Insurance Co.	Bronze	Bronze	Bronze	Gold
282	Chubb Corp.	Bronze	Gold	Bronze	Bronze
286	American Family Mutual Insurance Co. Inc.	Bronze	Bronze	Gold	Bronze
291	United Services Automobile Association	Gold	Bronze	Bronze	Gold
293	Ohio Casualty Corp.	Bronze	Bronze	Bronze	Gold
321	Orion Capital Corp.	Gold	Bronze	Bronze	Bronze
326	St. Paul Companies Inc.	Bronze	Bronze	Bronze	Bronze
350	Provident Companies Inc.	Gold	Bronze	Bronze	Bronze
351	Northwestern Mutual Life Inc.	Gold	Bronze	Bronze	Bronze
358	State Farm Mutual Automobile Insurance Co.	Bronze	Bronze	Bronze	Bronze
385	W.R. Berkley Corp.	Gold	Bronze	Bronze	Bronze
391	Cincinnati Financial Corp.	Gold	Bronze	Bronze	Bronze
394	Cigna Corp.	Bronze	Bronze	Bronze	Bronze
404	New York Life Insurance Co.	Bronze	Bronze	Bronze	Bronze
410	General Re Corp.	Bronze	Bronze	Bronze	Bronze
422	Safeco Corp.	Bronze	Bronze	Bronze	Bronze
429	American International Group Inc.	Bronze	Bronze	Bronze	Bronze
431	Principial Financial Group	Bronze	Bronze	Bronze	Bronze
444	Mutual of New York	Bronze	Bronze	Bronze	Bronze

Gold Silver Bronze

Criteria for each medal are explained in the methodology on p. 77.

RANK	COMPANY	REVENUE IN MILLIONS	INCOME (LOSS) IN MILLIONS	REVENUE CHANGE	INCOME CHANGE	TOTAL EMPLOYEES	REVENUE PER EMPLOYEE	IT EMPLOYEES
28	Marsh & McLennan Cos.	\$6,009	\$399	45%	-13%	36,000	\$166,906	500
79	Standard Insurance Co.	\$1,146	\$63	9%	39%	1,725	\$664,468	180*
99	John Hancock Mutual Life Insurance Co.	\$11,390	\$414	-4%	32%	6,362	\$1,790,318	850
140	Hartford Financial Services Group Inc.	\$13,673	\$1,332	10%	-	25,000	\$546,920	2,500
147	CNA Financial Corp.	\$17,072	\$966	0%	0%	24,700	\$691,174	1,700*
172	Minnesota Mutual Life Insurance Co.	\$1,464	-	15%	-	2,187	\$669,593	400
173	Aon Corp.	\$5,751	\$299	48%	-11%	33,000	\$174,261	500
257	Prudential Insurance Co. of America	\$37,073	\$610	2%	-43%	80,000	\$463,413	2,000
272	Metropolitan Life Insurance Co.	\$24,374	\$1,203	5%	41%	44,979	\$541,897	3,400
282	Chubb Corp.	\$6,664	\$770	17%	50%	11,000	\$605,818	838*
286	American Family Mutual Insurance Co. Inc.	\$3,602	\$252	7%	357%	6,800	\$529,647	800*
291	United Services Automobile Association	\$7,454	\$1,189	8%	39%	18,500	\$402,919	2,600
293	Ohio Casualty Corp.	\$1,437	\$139	-2%	36%	3,280	\$438,232	280
321	Orion Capital Corp.	\$1,599	\$116	7%	34%	3,600	\$444,194	325
326	The St. Paul Cos. Inc.	\$6,219	\$705	8%	57%	10,000	\$621,930	1,200
350	Provident Cos. Inc.	\$3,553	\$247	55%	70%	4,039	\$879,723	510
351	Northwestern Mutual Life Inc.	\$12,326	\$689	9%	11%	3,818	\$3,228,392	572
358	State Farm Mutual Automobile Insurance Co.	\$28,003	\$2,450	2%	5%	72,655	\$385,424	2,678
385	W.R. Berkley Corp.	\$1,400	\$99	14%	10%	4,046	\$346,095	450
391	Cincinnati Financial Corp.	\$1,942	\$299	7%	34%	2,670	\$727,491	260
394	Cigna Corp.	\$20,038	\$1,086	6%	3%	47,700	\$420,084	2,900
404	New York Life Insurance Co.	\$17,310	\$650	-6%	12%	12,000	\$1,442,500	975
410	General Re Corp.	\$8,251	\$968	-1%	8%	3,869	\$2,132,592	170
422	Safeco Corp.	\$4,709	\$445	19%	1%	11,000	\$428,118	1,450*
429	American International Group Inc.	\$27,934	\$3,332	8%	15%	40,000	\$698,338	1,100
431	Principal Financial Group	\$8,666	\$454	-5%	-14%	17,637	\$491,353	1,950
444	Mutual of New York	\$2,611	\$97	-5%	49%	4,400	\$593,341	304

*Worldwide IT organization

Financial and total employee information provided by Hoover's Inc (www.hoovers.com). Figures are for most recent fiscal year. IT employee information from *InformationWeek* 500 qualifying survey.