



**CALIFORNIA DEPARTMENT OF INSURANCE  
2014 GOVERNING BOARD DIVERSITY SURVEY**

Report Type: **Individual**

Group / NAIC Code: **65935**

Group / Company Name: **Massachusetts Mutual Life Insurance Company**

1. Please provide the name of the public, U.S. - based Board of Directors that represents the ultimate controlling party of the insurance group:

**Massachusetts Mutual Life Insurance Company**

2. How many people:

a) Serve on this Board of Directors? **13**

b) Of those in "a)", how many identify as:

i. Women **4**

ii. Men **9**

c) Of those in "a)", how many:

i. Are Disabled Veterans? **0**

ii. Publicly Identify as LGBT (Lesbian, Gay, Bisexual, and / or Transgender)? **0**

d) Of those in "a)", how many identify as:

i. American Indian? **0**

v. Multi-Ethnic? **0**

ii. African American? **1**

vi. Caucasian? **9**

iii. Asian Pacific Islander? **1**

vii. Other? **0**

iv. Hispanic / Latino? **2**

3. Of the board members identified in "b) i; c) i-ii, and d) i-v", how many:

a) Currently serve as an officer of the corporation? **0**

b) List of all positions currently held by these board members (i.e. chair, vice chair, secretary).

c) Currently serve as an chair of a board committee? **1**

d) List of all committees currently chaired by these board members (i.e. nomination committee, governance committee).

**Audit Committee**

4. Do governing board members serve under term limits? **NO**

If yes, description of the term limits (including the number of years per term and if there is a maximum number of terms one can serve on the board).

If no, the average number of years served by the current governing board: **15**

5. Is diversity one of the attributes within the formal evaluation criteria by the nomination committee and by the board when considering prospective board members? **YES**

6. Does the mission statement of the governing board and / or any of its committees include the goal of increasing and / or improving diversity amongst its governing board members? **YES**

If yes, indicate where this language can be found (including mission statement language).

**The language is found in the Director Criteria Document on MassMutual's website in the Governance Section. See here: [http://www.massmutual.com/mmfg/pdf/director\\_criteria.pdf](http://www.massmutual.com/mmfg/pdf/director_criteria.pdf) "The Corporate Governance Committee considers Diversity, Skills and such other factors as it deems appropriate given the current needs of the Board."**

7. Does your group actively engage in outreach efforts to diversify your board? **YES**  
This can include ongoing outreach efforts, as well as outreach efforts as vacancies arise.

If yes, share the outreach efforts your company engages in to diversify your governing board.

**We work with an outside search firm for a Diverse slate of candidates and make clear that Diversity, in all forms is an important priority for MassMutual. We have also asked the search firm to query the Executive Leadership Council for prospective candidates.**

8. Additional comments:

[Redacted area for additional comments]