



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

Report Type: **Group**

Group / NAIC Code: **429**

Group / Company Name: **Guardian**

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

Board of Directors, The Guardian Life Insurance Company of America (NOTE: ultimate controlling party is a non-public, mutual life insurance company)

2. How many people:

a) Serve on this Board of Directors? **11**

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

i. Women **3**

ii. Men **8**

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? **10**

iii. Asian Pacific Islander? **0**

vii. Other? **0**

iv. Hispanic / Latino? **0**

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? **1**

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

President & Chief Executive Officer

c) Currently serve as an chair of a board committee? **2**

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

Investment Committee; Audit and Risk Committee

4. Do governing board members serve under term limits? **YES**

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).

Board members serve for 3-year terms; there is no maximum number of terms, although retirement at age 75 is required

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

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 Committee Charter of the Human Resources and Governance Committee assigns to the Committee the responsibility for reviewing and recommending to the Board: "the nomination and selection of new Company Directors and the identification of appropriate Director retention criteria, including ... the principles of diversity."

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.

The Company's Human Resources and Governance Committee engages a professional search firm to identify, screen and recommend independent director candidates for consideration in filling Board vacancies and newly-created Board seats. Gender and ethnic diversity are among the attributes which the search firm is specifically instructed by the Committee to focus on in identifying candidates for the Committee's consideration.

8. Additional comments:

In January 2014, The Guardian Life Insurance Company of America was recognized as a "Winning Company" for its commitment to Board diversity by 2020 Women on Boards, a non-profit, national grass roots campaign to increase the number of women on public company boards to 20% or greater by 2020.

9. List of companies in the group that meet the \$100 million threshold:

Company Name	Company NAIC Number
The Guardian Life Insurance Company of America	64246
The Guardian Insurance & Annuity Company, Inc.	78778

