



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

Report Type: **Individual**

Group / NAIC Code: **67091**

Group / Company Name: **The Northwestern 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:

**The Northwestern Mutual Life Insurance Company Board of Trustees**

2. How many people:

a) Serve on this Board of Directors? **17**

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

i. Women **3**

ii. Men **14**

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? **4**

vi. Caucasian? **13**

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? **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).

**Operations, Technology & Marketing 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).

**The length of consecutive service on the Board of Trustees (other than a person who is serving or who has served as chief executive officer of the Company) who is first appointed or elected after July 1, 2002, is limited to: (a) three consecutive regular terms of four years each, and (b) in the case of a Trustee appointed or elected to fill a vacancy on the board, the remaining portion of the regular term of the vacant position for which such individual is appointed, elected and/or subsequently re-elected before being elected to a regular four-year term.**

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? **NO**

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

**With respect to question #6, the Board does not have mission statements. However, in considering key characteristics of potential Board members, diversity is one of the many characteristics that is evaluated.**

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.

**As Northwestern Mutual is a mutual company, members of the Company's Board of Trustees, by law, must be policyowners. Northwestern Mutual and the members of its Management are always actively engaged in on-going efforts to identify policyowners who may be qualified to serve as members of the Board of Trustees, and a particular focus is placed on finding individuals that will add diversity and different perspectives to the Board. We engage in outreach efforts in various ways on an on-going basis. One effort includes reaching out to the Company's broad base of Financial Representatives, specifically including women and diverse Financial Representatives, asking them to identify policyowners who they feel may be suited to serve as Trustees. In addition, current Trustees are asked to identify individuals who may be potential candidates and who represent diversity of gender, ethnic background, and geographic origin. We also review public lists of diverse, successful executives and professionals to determine if they are policyowners and, therefore, eligible to serve on the Board.**

8. Additional comments: