



CHANGING THE STORY  
ONE ADVISOR AT A TIME

# The Business Case for Diversity & Multicultural Recruiting



# The Business Opportunity

CHANGING THE STORY ONE ADVISOR AT A TIME

# The Women's Market Opportunity

Women are the single largest underserved group of customers in financial services. Despite playing increasingly influential roles as buyers, their needs consistently are not being met.

## CONTROL OF CONSUMER SPENDING



**2/3** of global household spending is controlled by women



Globally, women are **25%** less confident in their financial acumen, compared to men.

## INCREASING SHARE OF WEALTH

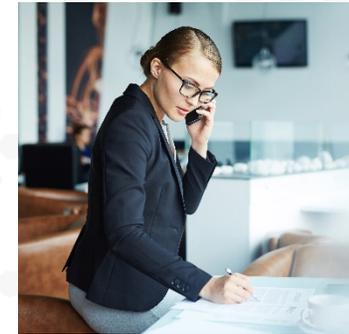


**40%** of total global wealth is now held by women



women have **30-40%** lower balances in retirement than men and are more likely to be in poverty

## RISE IN BUSINESS OWNERSHIP



**40%** of entrepreneurs around the world are women



Compare to men, they are **30%** less likely to have access to sufficient funding for their businesses

# What If?

## What if women were better served by the Financial Services Industry?

### INSURANCE



Women are more likely to be **UNDER-INSURED** than men.

**WHAT IF** insurers sold life insurance to women at the same proportion of their income as men?

**~\$500 BILLION** of new written premiums for new customers

and higher premium per customer, even after accounting for differences in income

### WEALTH & ASSET MANAGEMENT



Women **INVEST** more of their wealth in cash than stocks and bonds compared to men.

**WHAT IF** wealth managers invested women's wealth in the same way they do for men?

**~\$25 BILLION** new fees to wealth and asset managers from moving money held in deposits into AUM, in the first year alone.

# The Multicultural Opportunity

The face of America is changing, and multicultural consumers already represent the majority of the expected growth in the United States now and in the future.

## 18M ASIAN AMERICAN



- Highest-income, highest college graduation ratio, highest savings rate
- Underserved due to “perceived” higher barrier of entries
- Low hanging fruit - demonstrating right attitude & behaviors
- Fastest growing population segment

## 57M HISPANIC AMERICANS



- Largest ethnic segment in the US, youngest ethnic group
- Rapidly accumulating wealth, driving economic growth via creation of small businesses
- Natural market for life insurance w/ younger consumers & bigger family size

## 42M AFRICAN AMERICANS



- Highest life insurance ownership, highest likelihood of purchasing individual life
- Leaving a positive legacy for their families/communities and being able to take control of their finances are key aspects
- Rapid growth of Wealthy African Americans



# MassMutual's Actions & Results

CHANGING THE STORY ONE ADVISOR AT A TIME

# Helping Women Achieve Success

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The MassMutual ProGrowth Journey was renewed in 2017 with a focus on achieving these objectives.



**PROMOTE** women advisors/leaders' higher success rates as they grow their practices – as measured by conference qualifier increases



**INCREASE** the overall percentage of our sales force who are women advisors



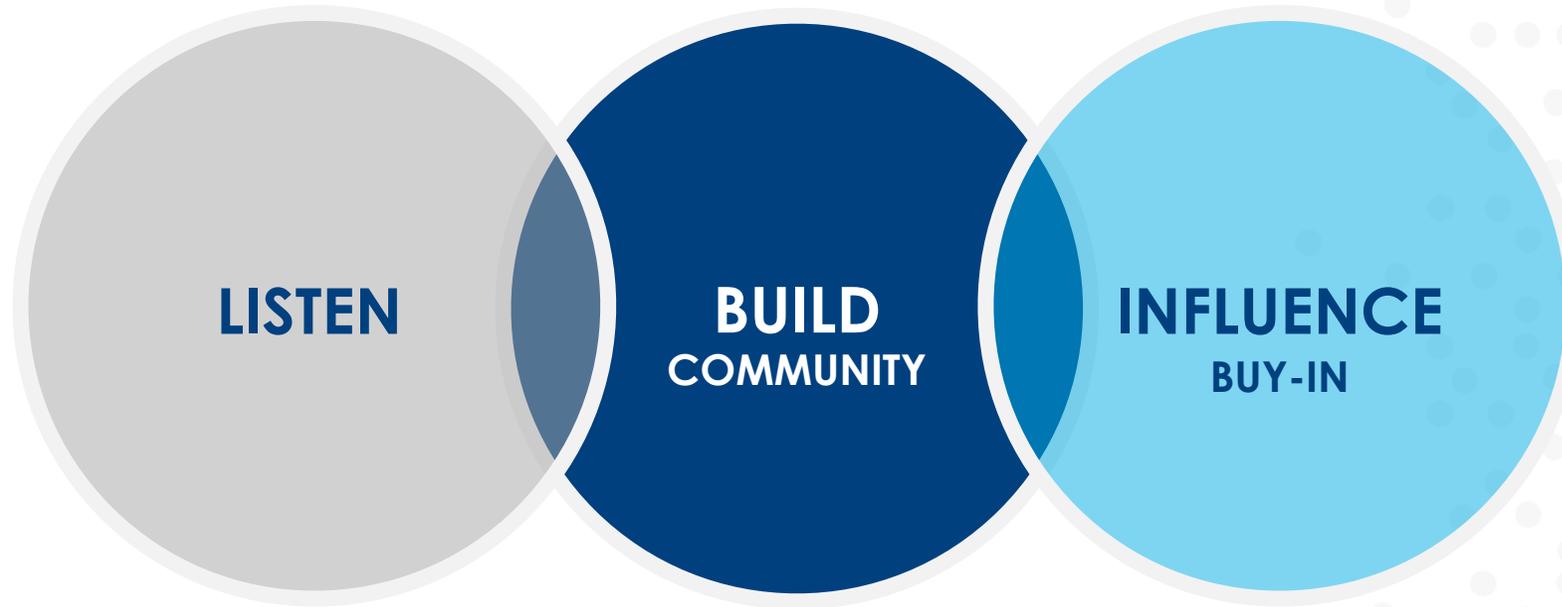
**GROW** the number of successful women sales leaders over time



**SUPPORT** enthusiastic advocates who are evolutionary partners in driving business growth (GAs, SMs and other male leaders)

# Our Approach

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- National Advisory Study Group/  
Virtual Learning Calls Built for  
Women by Women
- Regional Advisory Boards

- Women's Sales Forum

- GA Study Groups

# Incremental Intentionality Breeds Results

The ProGrowth Movement is intentionally a journey, and this journey is producing results.

## SALESPOWER



While the overall number of women advisors stayed even at **~1,660** from Q1-17 to Q4-19, our overall **SALESPOWER** is lower.

The percent of **SALESPOWER** who are women moved from **18.1%** to **19.4%**

## SALES MANAGERS



This group moved from 33 at Year-end 2017 to 52 at Year-end 2019. A 57% growth

**40%** of all SMs appointed in 2019 were women, up from 12% the year before.

## CONFERENCE QUALIFIERS



In 2017, **234** were women  
In 2018, they totaled **270**  
results for 2019 aren't yet finalized

# Changing the Story – Women’s Market Insights

“Step out of the history that is holding you back. Step into the new story you are willing to create.”

– Oprah Winfrey

## KEY LEARNINGS ALONG THE WAY



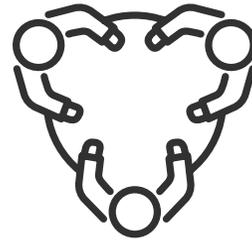
# Our Multicultural Approach

Our Multicultural Strategy is embedded into the company's overall growth and evolves around three key pillars



## CUSTOMER ENGAGEMENT

We focus on **UNDERSTANDING** the unique needs of diverse consumers.



## DISTRIBUTION SUPPORT

We help our distribution partners to **RECRUIT** more multicultural advisors and **RETAIN** them once they are on board



## OPERATIONAL READINESS

WE ensuring to provide **CONSISTENT** End-to-end advisor/consumer experience throughout their life cycle with MM.

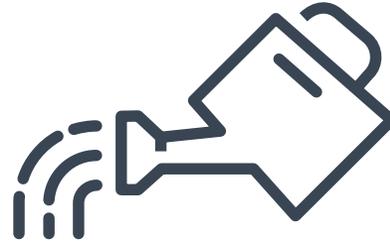
# Our Multicultural Approach

Our strategy becomes executable with a three-component approach



## LAUNCH

- Pilot Approach
- Educate & Awareness
- **FOCUS:** Brand Awareness & Recruiting in Markets



## GROW

- Expand market reach
- Robust marketing approach
- **FOCUS:** Firm Leadership development to attract & grow



## LEAD

- Strategic saleable approach
- **FOCUS:** Integrated Programs, building successful & supporting practices in market

# Results – Multicultural fueling MMFA growth

Multicultural exceeds Caucasian growth by over 2 -3x

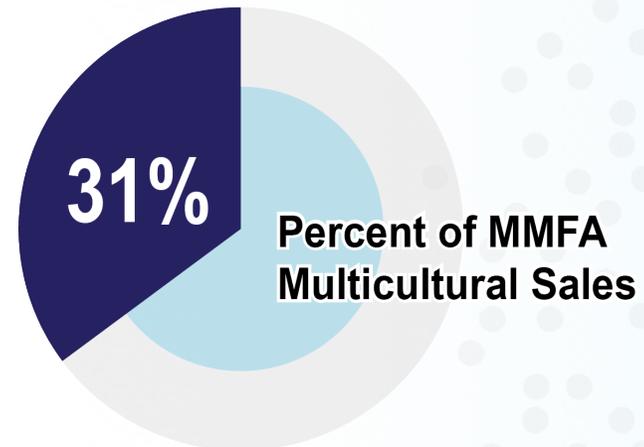
58%



Firms with 20%+ WPP from Multicultural



21% of MMFA's Net Field Force is Multicultural



# Changing the Story – Multicultural Insights

“Do not judge me by my successes, judge me by how many times I fell down and got back up again.”

– Nelson Mandela

