

2021 ANNUAL REPORT

Plan, grow, protect.

# About MassMutual®

MassMutual is a leading mutual life insurance company that is run for the benefit of its members and participating policyowners. Founded in 1851, the company has been continually guided by one consistent purpose: we help people secure their future and protect the ones they love. With a focus on delivering long-term value, MassMutual offers a wide range of protection, accumulation, wealth management, and retirement products and services.

For more information, visit [MassMutual.com](https://www.massmutual.com).

## Celebrating 170 Years of Caring for People

Our founders started our company in a one-room office in Springfield, Massachusetts. Today, we are a dynamic team of professionals located far and wide. Over the years, our longevity has been fueled by the interconnectedness of our communities, our policyowners, and our world. We are committed to meeting the needs of our business today, while helping create the world we want to live in tomorrow. We never stop planning for the next need, communicating the next idea, or thinking ahead to the next 170 years and beyond.



**FOUNDED IN**

**1851**

**we've been helping  
people secure their  
future and protect  
the ones they love.**



**RECORD**

**\$1.85B**

**dividend payout  
for 2022**



**\$7B**

**in insurance  
and annuity  
benefits**



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I'm proud to say that we recorded one of the best years in our history while expanding the ways we reach people, improving our customer experience, and strengthening our communities.

Roger Crandall,  
Chairman, President and  
Chief Executive Officer

## Dear Fellow Policyowners and Customers,

Throughout MassMutual's history, we've known that the world is better when we all look out for each other. We call that mindset **Live Mutual** – and as I reflect on our 170th year in 2021, it's clear how important that is today.

After all, the events of 2021 brought continued challenges as we entered our second year of a global pandemic that was filled with disruption, uncertainty, progress, and hope. We saw one of the most significant vaccination campaigns in history tempered by new COVID-19 variants. All-time market highs were offset by rising consumer prices and supply shortages that brought inflation to a nearly 40-year high. Meanwhile, historically low interest rates continued to put pressure on institutional and individual savers alike.

Amid all of this, we were each called upon to maintain a sense of urgency and aspiration – to help our neighbors, to adapt to accelerating trends, and to be there for each other, no matter what. At MassMutual, we did all of that and more. If 2020 was about rising to meet the moment, 2021 was about raising our ambitions even further. I'm proud to say that we recorded one of the best years in our history while expanding the ways we reach people, improving our customer experience, and strengthening our communities.

As always, this success also reflects our deep commitment as a mutual company that operates for the benefit of our participating policyowners and members. That means we are able to invest in our business for the long term so we can meet you throughout your life, wherever you are, with the solutions you need. Today, whether you're working with us in person, at your job, from your kitchen table, or anywhere else, our purpose is the same: to help you secure your future and protect the ones you love.

### **Record Performance in an Uncertain Recovery**

We made significant strides toward that purpose in 2021, despite the year's many fits and starts. With the pandemic prompting more people to seek out financial security for themselves and their loved ones, our company saw increased demand for its protection and planning solutions, solidifying our position as a top life insurance provider. We posted record sales of whole life insurance and total individual life insurance, bringing the total amount of insurance protection the company



provides to \$895 billion. These results — along with strong sales contributions from our broader portfolio of products and businesses, the excellent performance of the markets, and sound business and expense management — helped drive operating earnings to \$2.1 billion.

And during a period of ongoing uncertainty, we maintained our excellent financial strength and flexibility, as total adjusted capital grew to nearly \$33 billion for the first time, and we maintained ratings that are among the highest of any company in any industry.<sup>1</sup> These results — coupled with strong earnings contributions — enabled us to approve an estimated \$1.85 billion dividend payout for 2022 to our eligible participating policyowners, the largest payout in our history.<sup>2</sup> Most importantly, we delivered on our commitments, paying \$7 billion in insurance and annuity benefits to our customers at the time they needed us most.

To us, these results aren't just numbers on a ledger. They represent the many individuals, families, and businesses we've helped, and the peace of mind we've provided. We're proud that we have the chance to touch so many lives — and this exceptional year positions us to help even more people in the future.

**Helping More People with Better Solutions, Experiences**

Our performance last year was the result of years of strategic decisions to meet and exceed our customers' ever-shifting needs and expectations. And in 2021, we advanced this strategy by developing better ways to reach people while enhancing our overall experience.

MassMutual has long believed in the power of personal connections, and much of our work last year centered around strengthening them. We launched Advisor360°, an online platform that gives you and your financial professional integrated access to your financial holdings so you can work together to develop

a thoughtful plan for your future. We also broadened our suite of solutions to help meet your needs in that plan — from enhanced products to help you leave a legacy or protect your ability to earn an income, to new investment management capabilities that enable you to better manage your wealth.

At the same time, to help close our nation's financial protection and planning gaps, we launched a renewed effort to offer our solutions through other financial institutions, bringing our strength, stability, and extensive product suite to a wider range of consumers. We also made it faster and easier for customers to work with us in other ways, such as simplifying the insurance enrollment process at the worksite, as well as making more of our offerings available for purchase from your phone or tablet.



<sup>1</sup>Financial strength ratings for MassMutual and its subsidiaries, C.M. Life Insurance Company and MML Bay State Life Insurance Company, are as follows: A.M. Best Company, A++ (Superior); Fitch Ratings, AA+ (Very Strong); Moody's Investors Service, Aa3 (High Quality); and S&P Global Ratings, AA+ (Very Strong). Ratings are current as of February 1, 2022 and are subject to change. These are consolidated statutory results of Massachusetts Mutual Life Insurance Company and its U.S.-domiciled life insurance subsidiaries: C.M. Life Insurance Company and MML Bay State Life Insurance Company.

<sup>2</sup>Dividends are determined annually, subject to change, and are not guaranteed.



Regardless of how you work with us, our goal is to constantly improve the customer experience, ensuring each touchpoint is seamless and consistent. To that end, we've enhanced our digital end-to-end platform so we can introduce new products and provide protection more quickly, while also beginning to migrate existing policies onto the platform, so whether you joined us two days or two decades ago, you still benefit from the same speed and efficiency. And with our new self-service capabilities, including the ability to check the status of your service request on our mobile app and submit disability claims online, we've added even more flexibility to manage your coverage whenever and wherever you want.

And along with meeting your needs today, we used our financial strength and flexibility to help ensure we can meet them tomorrow. To reach a growing number of

baby boomers approaching retirement, we acquired Great American Life Insurance Company to grow our suite of lifetime income solutions. In 2021, Great American Life's record annuity sales helped drive MassMutual's total annuity sales to more than \$13 billion<sup>3</sup>, positioning MassMutual to become one of the leading individual annuity providers in the U.S. The company also strengthens MassMutual's portfolio of strategic businesses and investments — building upon one of our most distinct competitive advantages that generates earnings to help us with our goal to pay a competitive dividend. From Barings, our global institutional asset manager, to our ownership interests in companies such as Invesco, a leading global investment firm, and Rothesay, one of the largest annuity specialist providers in the U.K., these businesses are well-positioned in their respective

markets and poised to deliver long-term value to our policyowners for years to come.

As our progress demonstrates, we are dedicated to pursuing our purpose with passion, exceeding your expectations, and delivering on our commitments. It's this dedication that continues to drive our success, no matter the challenges and uncertainty we face.

### **Investing in Our People and Communities**

Of course, our achievements aren't just a reflection of the investments we make in the solutions we provide, but also in our many stakeholders. Simply put, for us to succeed, we must ensure those around us can, too.

That starts with our people. In 2021, we continued to provide our employees with extra time off and wellness programs to help manage through COVID-19,

<sup>3</sup>Sales include Great American Life Insurance Company annuity sales of \$2.4 billion from the first five months of 2021, before MassMutual acquired the company.



while introducing a new approach to daily work which balances personal flexibility with in-person teamwork. And to help maximize those connections, we opened a new office building in Boston's thriving Seaport District, immersing ourselves in one of the leading centers for innovation in the U.S. With spaces that embrace the future of collaborative work while recognizing our long history in our home city of Springfield, we're fueling our growth by tapping into the best of both ends of the Commonwealth.

As we pursue this growth strategy, we're equally focused on doing so responsibly and sustainably. That's why we're embedding a comprehensive approach on environmental, social, and governance (ESG) topics throughout our operations, building

upon years of work to address climate change. We've made net-zero commitments for MassMutual's operations and investment portfolio, and have made a strategic investment in Low Carbon, a U.K.-based renewable energy investor and asset manager, to leverage proven technologies that advance renewable energy at scale. This builds a foundation for our work in the coming years to help build a stronger, more sustainable world for future generations.

And of course, environmental factors are just one part of that future. We must accelerate social progress as well by advocating for greater equity and opportunity for all. Over the past decade, MassMutual has deepened our commitment to this important work by

building an organization that is more diverse, equitable, and inclusive, while holding ourselves accountable for our progress. Last year, we began publicly sharing our employee demographics, achieving a new level of transparency on our journey. Our Board of Directors continues to be one of the most diverse among FORTUNE® 500 companies<sup>4</sup>, as its members draw from a broad range of backgrounds and perspectives to strengthen our governance and foster inclusive decision making. And we've expanded our efforts to ensure greater belonging and fairness while embarking on new ones — from increasing employee learning opportunities on allyship and anti-racism, to pledging \$150 million to partner with underrepresented diverse businesses in our procurement operation.

<sup>4</sup>From FORTUNE. ©2021 FORTUNE Media IP Limited. All rights reserved. FORTUNE 500 (June 2021) and FORTUNE World's Most Admired Company (February 2022) are registered trademarks of FORTUNE Media IP Limited and are used under license. FORTUNE and FORTUNE Media IP Limited are not affiliated with, and do not endorse products or services of MassMutual.

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As our progress demonstrates, we are dedicated to pursuing our purpose with passion, exceeding your expectations, and delivering on our commitments.

As vital as these actions are, true progress depends on increasing opportunities where historic disparities exist, whether it is access to capital or education. That's why we launched the \$50 million MM Catalyst Fund, which invests in both Black-owned businesses in Massachusetts as well as technology and sustainability companies outside of Boston. Our efforts to expand opportunity in the Commonwealth have also included million-dollar grants to the Springfield public schools and the King Boston Center for Economic Justice. Meanwhile, we've continued to lend our leadership and talent to the CEO Action for Racial Equity, where we're advocating for policies that strengthen early childhood education and close the digital divide.

While any societal change won't happen overnight, looking out for our communities is core to who we are as a company. Year after year, we define success by ensuring our actions advance a greater good — and help forge a better future for all.

### **Evolving for the Long Term**

Looking ahead, I've never been more confident in the course we've charted or our ability to endure challenges along the way. We know that times of transition don't map cleanly to calendar years, and the future will bring continued uncertainty. But as we've shown in 2021, MassMutual is undeterred by the unknown.

By making investments that serve our communities, our company, and you — our policyowners and customers — we're able to thrive while improving our world along the way. That's our enduring commitment to mutuality in action, and one that will illuminate our path ahead.

After a remarkable 170th year, we're just getting started. Thank you for being a part of this journey.

Sincerely,



**Roger W. Crandall**  
Chairman, President and Chief Executive Officer

# Why MassMutual?



## Policyowners

Policyowners pay insurance premiums that MassMutual uses to:

- Provide protection
- Meet current benefit obligations
- Invest to pay future benefits and generate ongoing value



## Diversified Investment Strategy

With long-term investment performance in mind, MassMutual makes disciplined investments in:

- A variety of asset classes to help meet policyowner commitments
- Strategic acquisitions that complement our capabilities and generate strong returns



## Financial Strength and Dividends

Our earnings help:

- Pay dividends to eligible participating policyowners
- Contribute to capital and surplus
- Support business reinvestment

While dividends are not guaranteed, MassMutual has paid them to eligible participating policyowners every year since 1869.



## The Result

A framework focused on delivering:

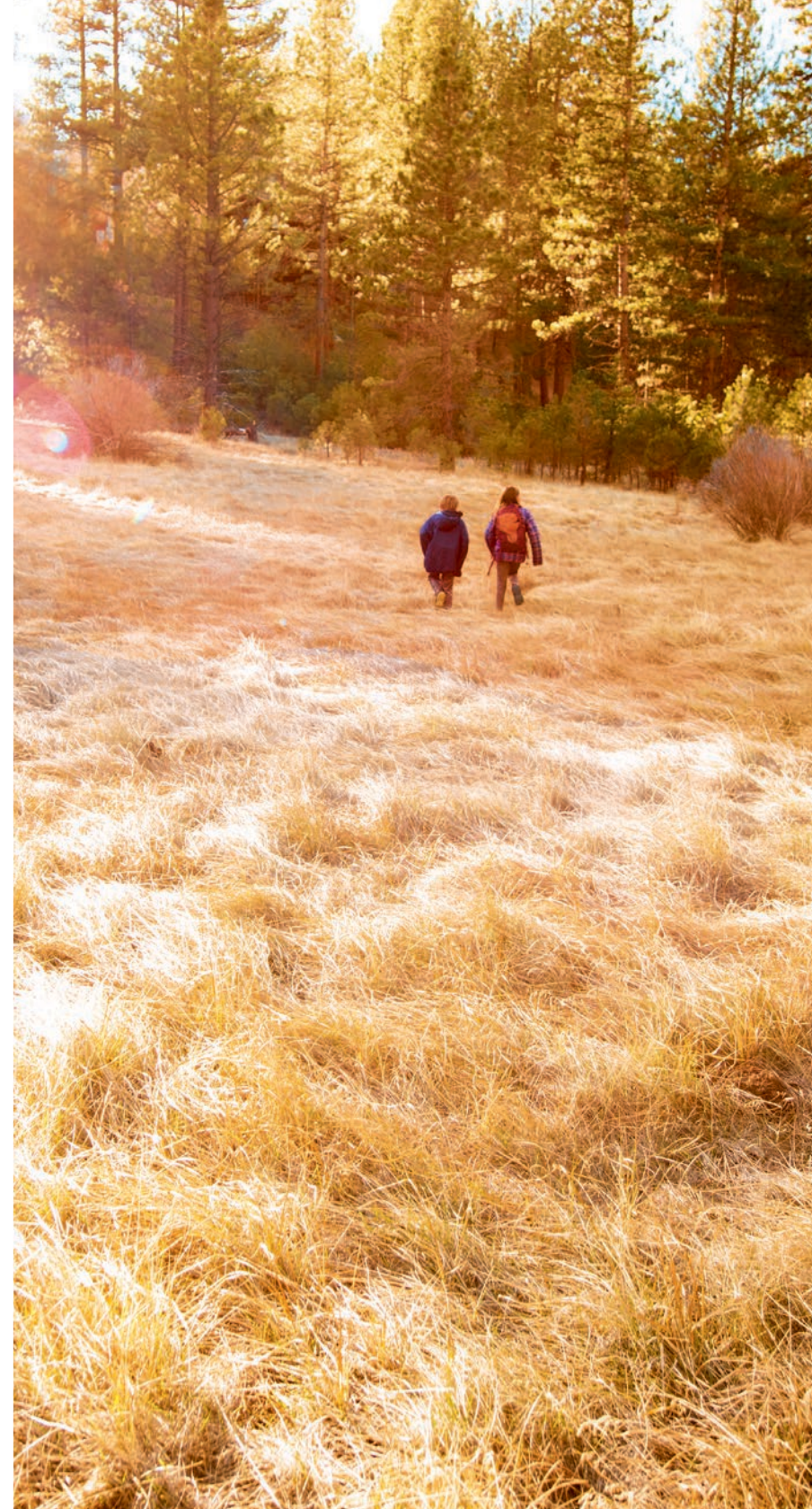
- Long-term customer value
- Competitive risk-adjusted returns
- Diversified product offerings
- Industry leadership in financial strength
- Quality service



# Our Purpose

MassMutual was founded in 1851 in Springfield, Massachusetts, by a small group of investors who pooled \$100,000 to start writing policies for their friends and neighbors. Our founders knew that creating shared value would require discipline, commitment, and a sense of purpose. Now, 170 years later, throughout unimaginable change, we remain guided by that same purpose: to help people secure their future and protect the ones they love.

In service of our purpose, we operate as a mutual company, promoting strength through interdependence and helping one another. We thrive when our customers and communities do well. We grow by following our vision to provide financial well-being for all Americans with comprehensive solutions, education, and guidance.



# Performance Review

We achieved total sales of \$31 billion through our domestic insurance operations, driven by record whole life and strong annuity sales, as well as growth in our Institutional and Worksite businesses. Our acquisition of Great American Life Insurance Company helped position MassMutual to become one of the leading individual annuity providers in the U.S.

Our performance was underscored by our enduring financial strength. Statutory surplus grew to \$27 billion and total adjusted capital was \$32.8 billion – both record highs. Our ratings remain among the highest of any company in any industry. This enduring strength enabled MassMutual to approve an estimated \$1.85 billion dividend payout to eligible participating policyowners in 2022. Our payout reflects a 6 percent dividend interest rate, the 16th consecutive year we have paid an industry-leading rate among our mutual peer companies.

\$1.4B

Whole life insurance sales

\$13B

Record annuity sales for the fourth consecutive year<sup>1</sup>

Delivered

\$7B

of insurance and annuity benefits

\$33.6B

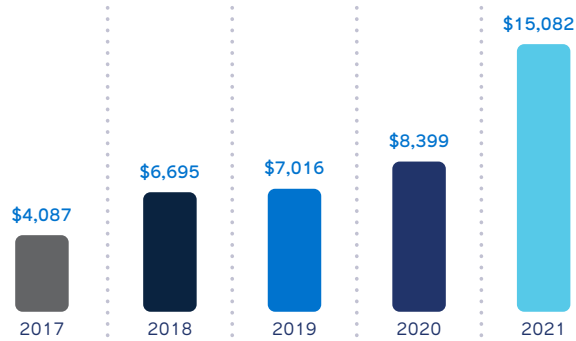
Sales through MML Investors Services, MassMutual's broker-dealer and registered investment adviser offering investment and wealth management solutions<sup>2</sup>



<sup>1</sup> Annuity sales include Great American Life Insurance Company annuity sales of \$2.4 billion from the first five months of 2021, before MassMutual acquired the company.

<sup>2</sup> This includes MML Investors Services, LLC (MMLIS) and Trust Company Sales.

### U.S. Insurance Sales (in Millions)



MassMutual insurance sales included record contributions from annuities, supported by our acquisition of Great American Life Insurance Company.

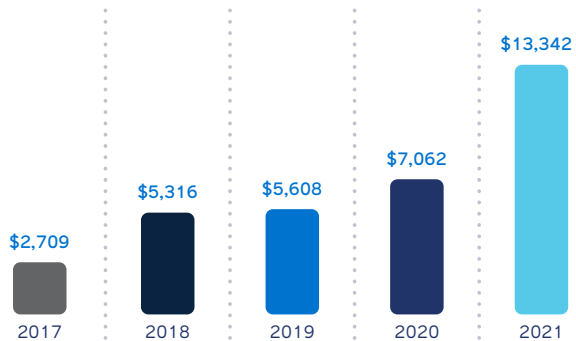
*U.S. Insurance sales include life insurance, disability income insurance, long-term care insurance, and annuities. Sales include Great American Life Insurance Company annuity and pension risk transfer sales of \$2.4 billion from the first five months of 2021, before MassMutual acquired the company.*

### U.S. Whole Life Sales (in Millions)



MassMutual is an industry leader in whole life sales, which exceeded \$1 billion for the sixth consecutive year.

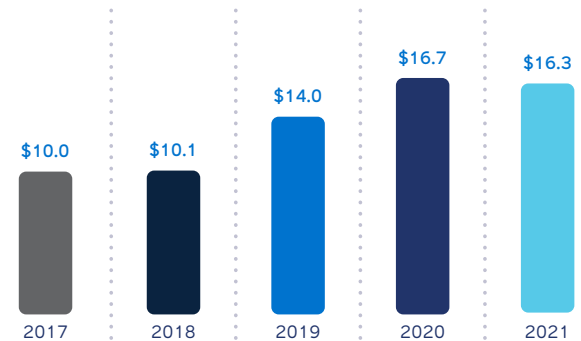
### Annuity Sales (in Millions)



Annuity sales grew to a record high, bolstered by MassMutual’s acquisition of Great American Life Insurance Company.

*Annuity sales include individual fixed-income and variable annuities. Annuity sales include Great American Life Insurance Company annuity sales of \$2.4 billion from the first five months of 2021, before MassMutual acquired the company.*

### Institutional and Worksite Sales (in Billions)



Institutional and Worksite businesses were in line with the previous year, with solid results across product lines.

*Worksite sales include life, disability, critical illness and accident insurance sold at the workplace. Institutional sales include bank-owned life insurance, stable value, mutual funds, pension risk transfer solutions, and funding agreements. Excludes prior year retirement plan and defined contribution sales (\$12.2 billion in 2017, \$8.2 billion in 2018, \$7.7 billion in 2019 and \$5.9 billion in 2020). The retirement plan business was sold in 2020.*

Prior-year results have been restated to include additional products.

# Summary of Financial Position

(Consolidated statutory basis, in Millions)

As of December 31, 2021:	2021	2020
Short-term investments and cash	6,210	6,176
Bonds	128,494	118,996
Other invested assets	100,330	96,680
Total invested assets	235,034	221,852
Other assets	9,195	8,488
Separate account assets	83,264	82,797
<b>Total assets</b>	<b>327,493</b>	<b>313,137</b>
Policyowners' reserves	160,222	144,619
Policyowners' dividends	1,828	1,708
Other liabilities	48,823	54,371
Asset valuation reserve	6,525	5,315
Separate account liabilities	83,116	82,797
Total liabilities	300,514	288,810
<b>Surplus</b>	<b>26,979</b>	<b>24,327</b>
Total liabilities and surplus	327,493	313,137

## Strong Growth

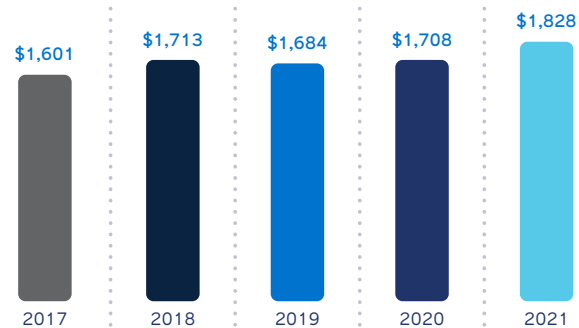
Total life company assets grew 5 percent to more than \$327 billion, reflecting an attractive and diversified product portfolio and investment strategy.

## Record Surplus & Capital

Surplus and capital grew to record levels in 2021 with increases of 11 percent and 15 percent, respectively, over the prior year.

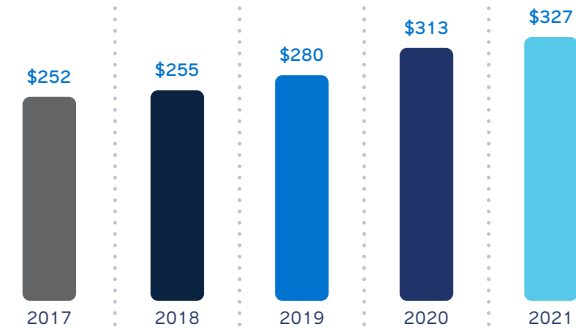
# Consolidated Statutory Results<sup>1</sup>

Policyowners' Dividends<sup>2</sup> (in Millions)



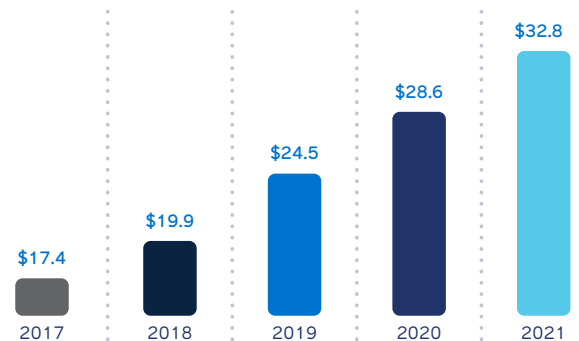
Our 2021 policyowners' dividends exceeded \$1.6 billion for the seventh year in a row, affirming our commitment to operate for the benefit of our eligible participating policyowners.

Life Company Assets (in Billions)



Life company assets grew 5 percent in 2021 and reached an all-time high of \$327 billion.

Total Adjusted Capital<sup>1</sup> (in Billions)



Total adjusted capital grew to a record \$32.8 billion, an increase of 15 percent from 2020, which underscores our enduring financial strength.



Despite continued uncertainty in the economy and in public health, MassMutual's 2021 results reflect the continued successful execution of our strategy. Our May acquisition of Great American Life Insurance Company (GALIC) has bolstered our position in the annuities market.

Betsy Ward,  
Chief Financial Officer

<sup>1</sup>These are consolidated statutory results of Massachusetts Mutual Life Insurance Company and its U.S.-domiciled life insurance subsidiaries: C.M. Life Insurance Company and MML Bay State Life Insurance Company.  
<sup>2</sup>Dividends are determined annually, subject to change, and not guaranteed. For more information, visit [MassMutual.com/Financials](https://www.massmutual.com/Financials).

# Summary of Operations

(Consolidated statutory basis, in Millions)

As of December 31, 2021:	2021	2020
Premium income	20,180	10,598
Net investment income	8,938	8,845
Fees and other income	1,341	3,816
<b>Total revenue</b>	<b>30,459</b>	<b>23,259</b>
Policyowners' benefits	12,215	25,406
Change in policyowners' reserves	11,392	(10,214)
Commissions, other expenses, and deductions	4,735	5,505
Total benefits and expenses	28,342	20,697
Net gain from operations before dividends and taxes	2,117	2,562
<b>Dividends to policyowners</b>	<b>1,808</b>	<b>1,697</b>
Net gain from operations before taxes	309	865
Federal income tax expense	86	144
Net gain from operations	223	721
Net realized capital losses	(553)	(593)
Net income	(310)	128

## Income Increase

Total revenue increased over 30 percent, benefiting from MassMutual's diversified investment strategy and whole life and annuity sales growth.

## Dividends & Policyowners

MassMutual has delivered a leading dividend interest rate<sup>1</sup> among our peers for the 16th consecutive year, paying nearly \$24B in dividends during that time.

<sup>1</sup>The dividend and dividend interest rate (DIR) are determined annually, subject to change and are not guaranteed. Dividends for eligible participating life insurance policies primarily consist of investment, mortality and expense components. The DIR is used to determine the investment component of the dividend. It is not the rate of return on the policy and should not be the sole basis for comparing insurers or policy performance.

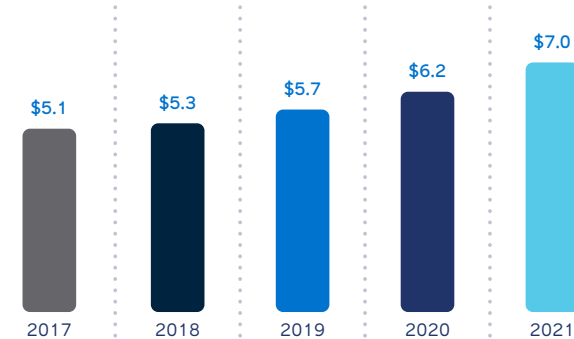
# Enterprise Measures

Life Insurance in Force (in Billions)



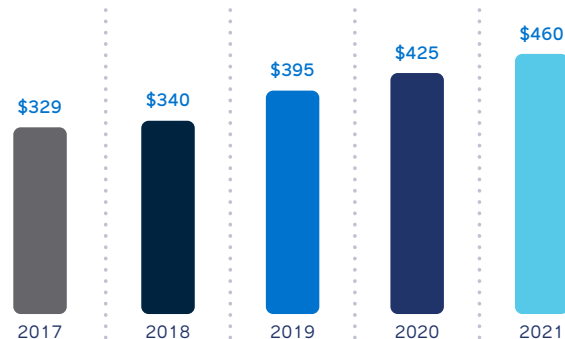
Life insurance in force represents the amount of protection the company has issued and remains outstanding. This measure continues to grow, an increase of 8 percent over the prior year, due to strong sales and retention rates.

Insurance and Annuity Benefits (in Billions)



We continued delivering long-term value, paying \$7 billion in insurance and annuity benefits to policyowners and customers last year.

Assets Under Management<sup>1</sup> (in Billions)



At the end of 2020 we sold our retirement plan business, which included \$191 billion Assets Under Management. Excluding the sold assets, our Assets Under Management increased 8 percent from the prior year.



<sup>1</sup> Assets Under Management (AUM) include assets and certain external investment funds managed by MassMutual subsidiaries, including Barings. AUM from MassMutual International, OppenheimerFunds, Inc. and the retirement plan business excluded from 2017 (\$442 billion), 2018 (\$363 billion), 2019 (\$172 billion) and 2020 (\$162 billion) as those businesses have been sold.

# Investment Philosophy & Strategy

We believe that the best way to help ensure that we'll be there for policyowners and their loved ones is through the consistent application of a long-standing investment philosophy.

Our goal is to generate long-term stable investment performance to support MassMutual's financial strength and ability to meet its financial commitment to policyowners. We extend this approach to the management of our General Investment Account (GIA), which comprises the assets used to meet our obligations to our policyowners. The following are the keys to our approach:



## Diversification

We diversify the composition of the GIA by investing in a variety of asset classes. This approach increases the opportunity to capture positive returns across issuers and sectors while minimizing the impact of underperformance. MassMutual further diversifies by investing in strategic partnerships in international insurance and asset management businesses.



## Prudent Security Selection

Our investment professionals conduct regular, thorough reviews of both current and potential holdings to ensure that they meet our criteria for inclusion in the GIA.



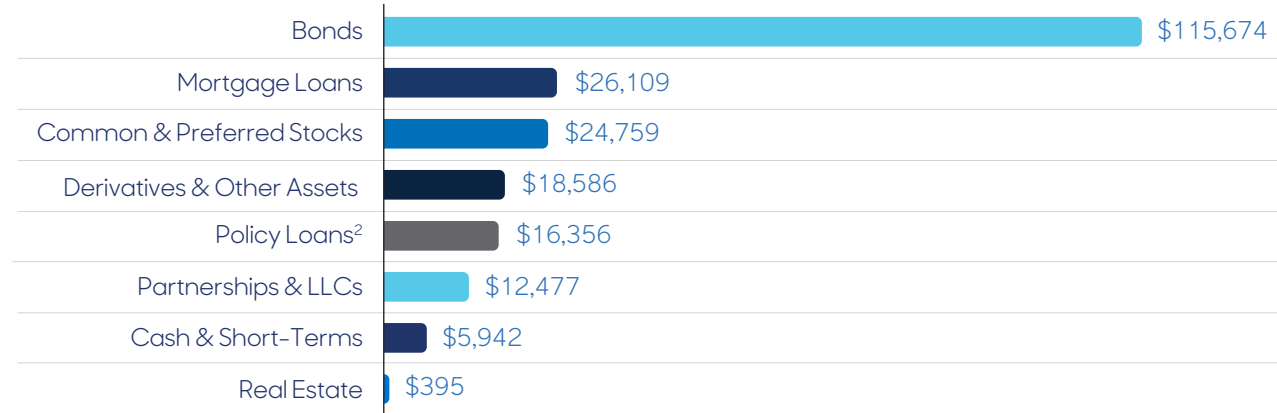
## Relative Value

A relative value assessment of risk versus return informs our decision-making process as we consider various opportunities and their prospective impacts on GIA performance.



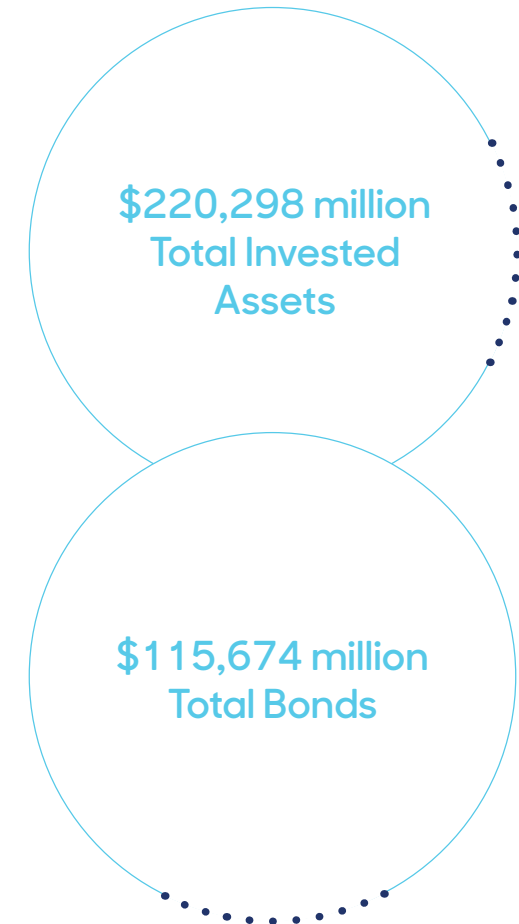
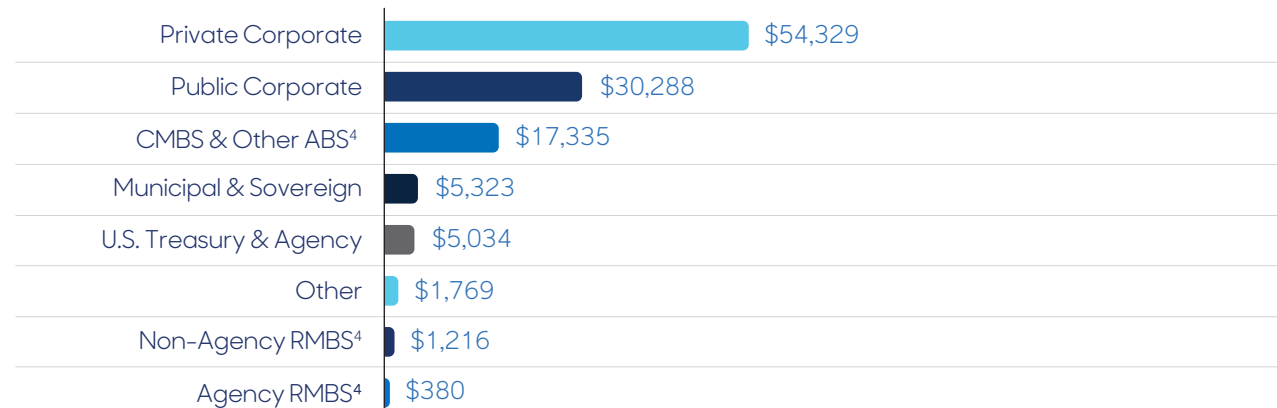
## Invested Assets<sup>1</sup>

As of December 31, 2021  
(in Millions)



## Bonds<sup>3</sup>

As of December 31, 2021  
(in Millions)



<sup>1</sup> Invested Assets exclude \$14,736 million of funds withheld given that 100% of the associated investment risk is reinsured. The funds withheld investment portfolio has counterparty protections in place including investment guidelines that were established to meet MassMutual's risk management objectives.

<sup>2</sup> Policy loans are loans taken by policyowners against the cash surrender value of their policies and, as such, are secured by the cash surrender value of those policies.

<sup>3</sup> Bonds exclude \$12,820 million of funds withheld given that 100% of the associated investment risk is reinsured. The funds withheld investment portfolio has counterparty protections in place including investment guidelines that were established to meet MassMutual's risk management objectives.

<sup>4</sup> Residential mortgage-backed securities (RMBS), commercial mortgage-backed securities (CMBS), and asset-backed securities (ABS).



# Celebrating the Opening of Our Boston Building

For more than 170 years, MassMutual has been proud to call Massachusetts, and more specifically, the city of Springfield, home.

By tapping into the best of both ends of the Commonwealth, we're building on this commitment and helping to connect the great talent and resources that span our state.



In 2021, we celebrated the opening of our new location at 10 Fan Pier in Boston's Seaport neighborhood, which serves as a central hub for access to the city's thriving financial market, startup community and workforce, as well as a vibrant neighborhood for employees to enjoy.

This building and our investment in Massachusetts reflect our strong belief that the Commonwealth provides everything we need to continue to grow and succeed over the long term: a highly skilled workforce, including a rich pipeline of talent from the state's best-in-class network of higher education institutions; robust local economies; convenient access to transportation; and a rich diversity of communities, including the best of both metropolitan and suburban locations.

With hundreds of collaborative spaces and variety of amenities, the new office is designed to foster teamwork and innovation. It was also constructed with sustainability in mind, operating with 70 percent fewer natural resources than the average regional office building.

MassMutual commemorated the grand opening of 10 Fan Pier with a \$1 million grant from the MassMutual Foundation to King Boston, an organization that works to drive civic engagement and advance economic justice. This is in addition to the donation of a floor to MassChallenge, deepening our partnership with the accelerator and support of the regional innovation ecosystem.

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Today's opening not only represents a milestone in the development of the Boston Seaport, but a new chapter in MassMutual's 170-year history. Our campus at 10 Fan Pier connects our past and present while positioning us for the future, allowing us to draw on the best talent and resources from Springfield and Boston as we look to help millions more secure their future and protect the ones they love.

Roger Crandall  
Chairman, President and Chief Executive Officer

**17 floors**  
with views overlooking the Boston Harbor

.....

**310,000 square feet**

.....

**LEED Platinum certified**

# Protecting Our Policyowners' Futures



## Building Connections with More Americans

For MassMutual, doing business in the midst of the COVID-19 pandemic emphasized the value of having multiple channels to communicate and to distribute the products and solutions that people and businesses need to connect and get work done.

With the personal touch of financial professionals, augmented with digital capabilities that make interactions quick and convenient, we remain committed to taking every opportunity to build new connections with more Americans. Learn more about how we're equipping our network with the latest digital capabilities on page 21.

### **The MassMutual Brand: Helping People Get Comfortable with Uncomfortable Truths**

In 2021, we introduced the Uncomfortable Truths campaign, which aims to establish a new role for the MassMutual brand. MassMutual recognizes that talking to loved ones about money is an emotional experience, and people don't always know what to say. By embracing uncomfortable conversations and with the expertise of MassMutual, people can confront the reality of their future and start to plan for it. After less than a year in market, we are seeing lifts in awareness, consideration, and affinity from this campaign while driving millions of qualified potential customers to learn more at [MassMutual.com](https://www.massmutual.com).

### **The MassMutual Difference: Our Financial Professionals**

The nationwide network of over 7,500 financial professionals affiliated with our company is the backbone of MassMutual. In a time of great uncertainty, our financial professionals provide policyowners with invaluable personal guidance, support, and peace of mind. By aligning their practices with a company that is run for the benefit of its members and participating policyowners, these financial professionals help clients take meaningful steps toward their financial goals. Their ability to provide holistic advice and solutions empowers our customers to be confident in the financial decisions they'll make throughout the changes in their lives. This aspect of our work is integral to both our history and our future. Since the moment we wrote our first policy, in 1851, MassMutual has offered our products through financial professionals.

Today, these solutions are supported by the latest technology such as the Advisor360® platform. No matter where or how we interact, we will continue to focus on personal attention and long-term relationships.

#### Enhancing Financial Well-being with Worksite Solutions

Economic uncertainty is a reality for many Americans and is closely tied to the rising cost of healthcare. According to recent research, 48 percent of employees worry about their current financial situation, and even more had skipped or had an alternative medical treatment because of the cost. In this environment, a growing number of employers report that voluntary benefits are becoming an increasingly important part of their employee value proposition.

We believe that financial well-being should be attainable for everyone. Through our Worksite portfolio of voluntary and executive insurance products, we are helping employers provide employees with new ways to meet their financial goals and feel confident about their financial well-being. We provide protection benefits such as life, critical illness, accident, and disability insurance through employers. Benefits like these give workers a game plan for managing the unexpected, which decreases stress about their financial futures. These offerings also benefit employers by making workers more productive and helping them recruit, attract, and retain a committed workforce. By partnering with benefits professionals and their employer customers, our growing Worksite business is helping MassMutual achieve our larger mission of enhancing the financial well-being of all Americans.

#### Expanding Partnerships Through MassMutual Strategic Distributors

Since announcing the launch of MassMutual Strategic Distributors (MMSD) in early 2021, this dedicated third-party distribution channel has been both building on strong relationships and forging new ones with experienced financial firms and professionals. With a diverse and relevant portfolio already in place, including whole life insurance, disability income insurance, fixed annuities, and hybrid life/long-term care insurance, MMSD is partnering with hundreds of financial firms to meet customers where they are with the financial solutions they need.



With \$104.9 billion in assets under management spanning bank owned life insurance/ corporate owned life insurance, funding agreement backed notes, pension risk transfer, and stable value and investment funds, Institutional Solutions is a trusted provider in the markets we serve.



#### Trusted to Make Institutions Stronger

MassMutual Institutional Solutions (IS) is a portfolio of unique businesses that provide comprehensive solutions geared to help our institutional customers manage their financial well-being, as well as that of their employees and stakeholders. With \$104.9 billion in assets under management spanning bank owned life insurance/corporate owned life insurance, funding agreement backed notes, pension risk transfer, and stable value and investment funds, Institutional Solutions is a trusted provider in the markets we serve. Through our scalable business growth and high earnings, Institutional Solutions delivers significant value to policyowners and MassMutual's enterprise strategy.

#### Reducing Costs and Risks for Our Institutional Customers

Pension plans present significant administration and funding costs and are subject to a variety of risks such as interest rate risk, market risk, and longevity risk. Uncertain markets and other factors continue to increase the costs and risks of many pension plans, making them volatile for a growing number of institutions. MassMutual's Pension Risk Transfer (PRT) business serves pension plan sponsors who are looking to reduce costs and risks associated with their pension plan.

With our enduring financial strength and annuity solutions expertise, we offer plan sponsors and intermediaries confidence by helping ensure their fiduciary duties and pension obligations are satisfied through our PRT solutions. As evidenced by sales, MassMutual is a leader in the PRT market.

#### Strengthening Our Investment Management Offerings

MassMutual continues to strengthen and grow its investment and distribution capabilities under its MassMutual Investments brand. We remain a leader in the stable value solutions market based on in-force business and annual sales volume. These fixed income solutions represent an important part of a defined contribution offering, particularly in times of market volatility.

In the investment funds business, we transitioned the Barings mutual funds into the MassMutual Funds in December, and continue to enhance our mutual fund lineup and portfolio of sub-advisers. The consolidation with Barings Funds brings our total assets under management to approximately \$69 billion across 115 funds. Moreover, it leverages MassMutual's scaled fund business for improved operational efficiencies and reach that aim to benefit investors and distribution partners while positioning MassMutual Investments for continued growth.



the field — allows financial professionals to manage their practices more effectively and efficiently while providing a streamlined experience for wealth management clients that's secure and accessible from any device, anywhere, anytime.

Likewise, Spark, a digital tool that collects client demographic and goal-related data, allows financial professionals to better serve their clients and strategize priorities by combining the platform's client-facing survey and financial professional-facing dashboard. On MassMutual.com, financial professionals can add a link to their specific page for clients to schedule appointments. Potential clients can set an appointment quickly and conveniently, providing a more streamlined process for generating leads. Whether on our website or through our digital tools, we continue to make enhancements that improve the experience for all users.

We recognize that cryptocurrencies are increasingly becoming part of the financial landscape, both as an investment strategy and as technological innovation. Flourish Crypto, a new solution developed by Flourish, a FinTech startup acquired by MassMutual in 2021, was built to allow registered investment advisors (RIAs) secure and compliant access to cryptocurrency investing through a simple, easy-to-use platform. This turnkey solution is already in use by over 400 RIAs managing over \$1 trillion in AUM. The success of the platform is helping to lay the groundwork for more cryptocurrency offerings and products to come.

### Equipping Financial Professionals and Customers with Digital Tools

Forward-thinking financial institutions are moving beyond legacy technologies, whether they are outdated homegrown platforms or a patchwork of vendor solutions. MassMutual's own digital improvements are yielding improved customer experience, faster time-to-issue of policies, an increased ease of doing business, and access to emerging and innovative investment solutions.

MassMutual is leveraging new technologies aimed at curating exceptional digital customer experiences and reducing strain on financial professionals. Digital innovations such as the Natural Language Bot, used in the Life Insurance Operations Interactive Voice Response (IVR) phone system, enable us to send customers an SMS text message to their phone that links them to our payment experience. Digitally enabled disability insurance claims allow customers to submit a digital DI claim online, resulting in faster processing of claims when our customers need us most. Enhancements to the mobile experience allow customers to edit policy addresses (one of MassMutual's largest volume of transactions) and enable the ability to

check the status of transactions such as address change, loan requests, and dividend withdrawals.

Haven Life, our digital insurance agency subsidiary, allows MassMutual to digitize and enhance the experience customers have with life insurance. Revolutionizing a process that used to take four to six weeks and could not be accomplished online, Haven Life's process enables consumers to apply for and, if approved, begin coverage on a fully medically underwritten term life insurance policy in about 20 minutes.

MassMutual's game-changing Advisor360° platform exemplifies our commitment to supporting the success of financial professionals and the clients they serve. Financial professionals can seamlessly access and view clients' financial investments and protection portfolios in the fully consolidated and secure Advisor360° platform. The system allows MassMutual-affiliated financial professionals to provide personalized advice through a comprehensive, single-click view of an annual review along with access to accounts and policies, tax documents, wills, trusts, and other important items that are stored and accessed through a secured online client portal. The platform — built with input from experts in

## Offering Solutions that People Need

### Introducing Greater Flexibility in Our Whole Life Portfolio

Consumers looking to protect against mortality risk for themselves and their families, while also looking for more holistic planning and solutions, led to record-breaking life insurance sales for MassMutual in 2021.

Changes to the tax code in 2021 allowed us much greater pricing flexibility in our whole life insurance portfolio and enabled us to tailor the newly repriced portfolio to meet a wider range of client needs. These products were designed with a balance of

guaranteed and non-guaranteed benefits that better reflect the current interest rate environment. Historically, MassMutual whole life insurance products have enjoyed industry-leading dividend interest rates.<sup>1</sup>

Furthermore, a new version of the Additional Life Insurance Rider (ALIR) is now available for use with MassMutual whole life insurance policies offered on our digital platform, to provide increased life insurance benefit and the potential for more cash value.





### Reinvesting in Our Annuities Business

MassMutual made concentrated investments in our annuities business in 2021. Our acquisition of Great American Life Insurance Company is an excellent strategic fit that immediately broadened our annuity offerings with a portfolio of products that serve a growing market for lifetime income solutions from financially strong companies. This acquisition allows us to reach more people and further diversifies our third-party distribution relationships. It also provides another source of revenue, a key differentiator that contributes toward our ability to pay a competitive dividend.

Similarly, MassMutual's acquisition of Blueprint Income provides us with a leading online marketplace where users can purchase simple annuities, offered directly to consumers and through affinity partners. Over 1.5 million users in 2020 visited Blueprint Income for educational content, quote information, and purchase fulfillment. This simplified, digital, customer-centric user experience will allow us to reach more people in new ways and furthers MassMutual's strategy to transform our company in a digital world.

### Enhancing Our Disability Income Offering

More than 51 million American workers lack employer-sponsored disability insurance, leaving them and their loved ones vulnerable in the event of an accident or illness. The ongoing pandemic has only heightened this need for financial protection. As part of MassMutual's strategy to serve customers with the products they need, we reviewed all occupation classes and pricing for MassMutual's flagship disability income product, Radius Choice, to be more consistent and competitive across ages and occupation classes. The updates offer greater flexibility for future coverage increases, additional underwriting enhancements, and more.

In addition, Haven Life introduced Haven Disability to provide easy and affordable access to short-term disability insurance. Haven Life has focused on expanding the products offered to help families achieve financial security in ways that are convenient for them. In addition to reaching more customers, Haven Disability furthers our goal to grow MassMutual's digital distribution capabilities by providing customers an entirely online experience from application through claims payment.

According to a recent  
MassMutual Survey

**over 25 percent of  
near-retirees do  
not know what full  
retirement age is,**

impacting their ability to  
secure their financial futures.<sup>2</sup>

One year into the  
pandemic, almost

**50 percent of  
Americans had  
saved less than \$500**

over the past three months,  
and over 50 percent had to dip  
into their savings.

**MassMutual's  
products and services**

can help them prepare for  
the unexpected.

<sup>1</sup> The dividend and dividend interest rate (DIR) are determined annually, subject to change and are not guaranteed. Dividends for eligible participating life insurance policies primarily consist of investment, mortality, and expense components. The DIR is used to determine the investment component of the dividend. It is not the rate of return on the policy and should not be the sole basis for comparing insurers or policy performance.

<sup>2</sup> <https://www.massmutual.com/about-us/news-and-press-releases/press-releases/2021/04/massmutual-explores-near-retiree-knowledge-of-social-security-retirement-benefits-during-the-covid-19-pandemic>

# Expanding Opportunities for Businesses



## Catalyzing Innovation and Entrepreneurship

Tracking the pulse of emerging trends helps position MassMutual for the future. That includes advancing education in data science and using technology to help meet the evolving needs of our customers and policyowners. It also means doing all we can to advance diversity, equity, and inclusion (DEI) in the pool of up-and-coming talent to drive innovation, as well as strengthen the ecosystem of American business and entrepreneurship.

### Expanding Educational Partnerships

Furthering MassMutual's long history of partnering with New England colleges and universities to advance data science programs, we pledged \$1 million in 2021 to the Boston University Faculty of Computing and Data Sciences. The funding will be distributed over three years and will serve to blend academic and industrial capabilities by bringing real-world expertise to the classroom setting, backing a program manager and software engineer to lead experiential activities, promoting DEI in data science, and awarding six \$10,000 MassMutual externship stipends to undergraduate students.

The new initiative joins MassMutual's growing list of higher education partnerships. Recent commitments include:

- Donating, via the MassMutual Foundation, \$15 million over 10 years to the University of Massachusetts Amherst, further strengthening the university's renowned data science and cybersecurity research and education programs.

- Co-founding the MIT Future of Data, Trust, and Privacy initiative that helps members, including MassMutual, become leaders amidst a changing policy landscape by developing technical tools to manage new regulations.
- Funding \$5 million for the University of Vermont's world-class research facility to further advance research into applications of data science for human wellness.
- Providing a renewed, \$1 million, six-year gift through 2024 to Mount Holyoke College and Smith College — both established leaders in educating women — to hire five visiting faculty and support the development of a data science-focused curriculum.

These partnerships with academia increase access to innovators, expand recruitment opportunities with field-specific individuals, and provide a way to stay abreast of the most advanced knowledge in the space.

MassMutual Ventures  
invested in

**14 new**

portfolio companies  
in 2021.

## 2021 Boston FinTech Week

**3,704** registrants

**2,141** attendees

**100+** speakers

**54** events with 265 average  
attendance per event  
(762 participants in most-  
attended session)

**57** countries represented  
**2,100** Twitter engagements  
**1,300** LinkedIn engagements

### Strengthening the Business Ecosystem

MassMutual Ventures, our multistage, global venture capital firm, is an important vehicle by which MassMutual gains valuable insights into new trends, technologies, and solutions that are being developed throughout the world. Encompassing a diverse team of investment professionals, former entrepreneurs, and operators with deep experience in starting and scaling companies, MassMutual Ventures invested in 14 new portfolio companies in 2021. In addition, the team made follow-on investments in 14 of our existing portfolio companies.

The MassMutual Ventures team understands the challenges and pitfalls that startups face and leverages this experience by providing capital, connections, and advice to accelerate the growth of our companies. MassMutual Ventures' connection to MassMutual also gives entrepreneurs invaluable access to executives and teams across the company.

MassMutual's engagement with FinTech fosters innovation and thriving ecosystems that introduce new products and services to help consumers address their needs, on their terms. MassMutual has enjoyed success with its engagement in the MassChallenge FinTech and HealthTech global startup accelerator programs, where roughly 50 percent of startup partnerships have turned into real engagements, as customers, investors, or both. Several of the startups that MassMutual discovered through MassChallenge and invested in have subsequently launched, including Surround Insurance. MassMutual has recommitted as a Founding Member for the MassChallenge FinTech program and Champion Partner for the HealthTech program for another three years.

In 2021, Mike Fanning, Head of MassMutual U.S., and Mike Kennealy, Massachusetts Secretary of Economic Development, Co-Chairs of a FinTech Working group that is comprised of leaders from across the Commonwealth, launched the "Mass FinTech Hub." The Mass FinTech Hub's objective is to promote collaboration between startups, industry, academia, and nonprofits across the state with the overall goal of making Massachusetts a leading global FinTech Hub. Since the launch of the Hub on June 4, 2021, over 17,000 website hits were recorded with inquiries from all over the

world including other prominent Hubs in Hong Kong and Australia. The Hub launched several high-value programs, including a FinTech Career Fair series to help top talent land career opportunities with startups and financial industry leaders, and boot camps to help educate students on FinTech. Additionally, FinTech Partnership Forums were launched, helping promote startup and corporate collaboration. Some prominent local FinTech businesses that are attracting attention from investors include Flywire, a payments firm that raised \$250 million in its initial public offering (IPO); cryptocurrency firm Circle, which raised \$440 million in new funding; and restaurant software provider Toast, raised \$20 billion for its IPO in September 2021.

MassMutual also sponsored the fourth Boston FinTech Week in September 2021, which explored new technologies and new ways of doing business, with an eye on sustainable finance, inclusivity, environmental, social, and corporate governance, decentralized finance, and the post-COVID future.

For the sixth consecutive year, MassMutual hosted Data Days for Good, a multiday event where our data scientists and technical professional teams take time to partner with nonprofits or local organizations and apply data science principles to address social, environmental, and health issues.

And, as part of MassMutual's ongoing commitment to partnering with like-minded organizations that promote vibrant destinations to live, learn, and work, the MassMutual Foundation supports Inner City Capital Connections (ICCC) in bringing their program to entrepreneurs in Western Massachusetts. The tuition-free, 40-hour "mini-MBA" program combines executive education, webinars, and coaching delivered by top-ranking university professors and local experts. The focus of the program is to drive economic opportunity for small businesses, particularly those that are minority-owned in underserved communities. The program has a proven track record for success in helping small business owners build their capacity for sustainable growth and connect with capital sources to create local jobs.

# Committing to Sustainability

Working together to help individuals and organizations meet their long-term financial needs is the heart of what we do. This forward-looking perspective aligns well with our commitment to sustainability — operating in such a way that future generations can continue to meet their needs and enjoy a healthy planet. Environmental, Social, and Governance (ESG) practices are increasingly of interest to our policyowners, customers, employees, and communities, as well as within the institutional marketplace. ESG encompasses not only the work we do to secure a sustainable planet, but also how we care for stakeholders and operate our business with integrity.

Many aspects of ESG have been MassMutual priorities for years, and we have discussed these topics in past Annual and Corporate Responsibility Reports. Recognizing the growing importance of these issues, we advanced our efforts in 2021 by formalizing our sustainability governance structure. We are building on our progress to date by implementing key initiatives, integrating ESG principles into all aspects of our business, and fostering a culture of sustainability through collaboration and engagement. We are also communicating our efforts internally and externally to key stakeholders, and plan to publish our first Sustainability Report in 2022.



## Operating Responsibly

Protecting the environment and addressing the effects of climate change are among the most pressing challenges our world faces today. As a company with a long-term view and a history of serving its customers and communities for 170 years, MassMutual is accelerating our sustainability efforts in both how we invest and how we run our business. We believe this approach will not only enhance our growth and profitability, but also enable us to create a better, more sustainable future for generations to come.

Institutional capital can and should play a role in helping the world transition to a low-carbon economy. Recognizing the importance of incorporating ESG factors in investment and ownership decisions, MassMutual became a signatory of the United Nations' Principles for Responsible Investment (UNPRI), an international global network of asset managers, owners, and service providers working together to put responsible investment into practice. As a signatory, we have publicly pledged to adopt and implement the six principles, wherever they are consistent with commitments to our policyowners and customers, and to annually



report on MassMutual's progress. Addressing ESG as an enterprise creates opportunities beyond good corporate citizenship; it allows businesses to achieve longer sustainable returns in their portfolios, ultimately benefitting policyowners, customers, employees, and communities we serve.

MassMutual's commitment to impact investing aligns directly with our corporate values and purpose. By adding an impact lens to our investment process, we can evaluate both our investment and real-world outcomes. MassMutual's ESG Investment Policy outlines the philosophy and factors that we review as part of the asset allocation process and in selecting investments and investment managers. To date, MassMutual's Impact Investment program has committed over \$150 million toward investments that align with the United Nations' Sustainable Development Goals (UNSDGs) and in investment vehicles managed by Black, Latinx, and Indigenous managers.

### Transitioning to Net Zero in Our Portfolio and Operations

MassMutual recognizes that a sustainable future requires immediate and collaborative action to create a path forward. That's why we announced new commitments in 2021 that will transition both our portfolio and operations to net zero and advance a decarbonized economy. These commitments include:

- *Net zero operations by 2030:* Achieving net zero greenhouse gas (GHG) emissions in MassMutual's operations by 2030 by embracing energy efficiency, purchasing renewable energy, and removing the remaining footprint through credible offsets.
- *Net zero investment portfolio by 2050:* Transitioning to net zero GHG emissions in MassMutual's investment portfolio by 2050 through responsible investment and stakeholder collaboration, making MassMutual the first U.S.-based mutual life insurance company to make this pledge.





## Driving Diversity, Equity, and Inclusion

At MassMutual, we believe that companies — and particularly those in financial services — have an important role to play in addressing systems that uphold economic inequities. Our commitment to diversity, equity, and inclusion (DEI) has focused on education, action, and accountability for more than a decade. It is an integral part of our purpose and one of our business imperatives today and looking forward.

In 2021, MassMutual's key areas of progress included engaging and educating employees, supporting diverse suppliers and championing diverse businesses in our communities. MassMutual CEO Roger Crandall is a signatory of CEO Action for Diversity & Inclusion™ (CEO Action), the largest CEO-driven coalition to advance diversity and inclusion in the workplace. In addition, we currently have six fellows participating in CEO Action for Racial Equity, a fellowship that provides the opportunity for CEO Action signatories to advance racial equity through public policy. CEO Action for Racial Equity has launched a policy agenda and corporate engagement strategies to address systemic racism, social injustice, and ways to improve societal well-being. The fellowship also held an inaugural virtual symposium with thought leaders, including national civil rights advocates and members of academia, in October 2021. CEO Action provides a platform for deepening our engagement on social justice issues and using the collective voice of the business community to impact change.

### Becoming a More Inclusive Company

Our commitment to advancing DEI starts with our employees. We aim to create a workplace where employees from diverse backgrounds, cultures, and experiences are welcomed, valued, and heard.

Specifically, we focus on providing transformative education, creating shared accountability for our results, and increasing transparency about the diversity of our workforce. We have incorporated DEI metrics into our annual incentive plans for the past four years.

MassMutual recently became one of the first financial services companies to publish our employee demographics externally. As of 2021, more than 50 percent of MassMutual's Board of Directors is comprised of women and people of color, making it one of the most diverse groups in the industry and among FORTUNE 500 companies, and well above the benchmark of companies of our size. We believe that a diverse employee base and boardroom are critical to achieving financial success.

Beyond working toward diverse representation, MassMutual stands firmly and acts intentionally against racism and inequity in any form. We continue to educate employees and facilitate candid conversations about race and privilege. With the help of MassMutual's Business Resource Groups (BRGs), we added learning opportunities for employees covering the impact of systemic racism toward Asian Americans and Latinos, along with a pathway that addresses biases faced by the LGBTQ+ community. Our eight employee-led

BRGs are instrumental in nurturing a culture where every employee feels like they belong.

Further creating momentum among employees in support of the Black community, we have a long-term strategy that includes partnerships with schools and colleges to address achievement gaps, intentional relationships with external organizations to advocate for racial equality and justice, and providing access to capital to Black-owned businesses. Internally, this strategy is helping to promote economic empowerment through initiatives with our Black advisors and the customers they serve and increasing representation of Black employees at all levels at MassMutual.

#### Advancing a Diverse Supplier Program

Integrating DEI within our procurement operation helps ensure that MassMutual's full buying power is leveraged to drive positive change. To that end, in 2021 we announced a \$150 million commitment

to utilizing underrepresented diverse businesses in our procurement operations. We will hold suppliers accountable through a new, industry-leading framework for assessing and managing suppliers' DEI performance.

To spearhead these efforts, in 2021 we established a progressive supplier diversity strategy that aligns with our core values and works with our suppliers to ensure their continued investment in DEI within their businesses. We are tapping into nontraditional networks to expand MassMutual's base of diverse suppliers and holding ourselves and others accountable for engaging diverse businesses and driving positive change.

#### Championing Diverse Businesses

A vibrant, diverse entrepreneurial environment is the lifeblood of today's economy, and MassMutual is taking a dual-pronged approach to driving growth

and capital for business expansion into financially underserved Black businesses. MassMutual's Catalyst Fund is investing \$50 million to spur job creation and business growth among diverse entrepreneurs in Massachusetts, \$25 million of which will go to Black-owned, -founded, or -managed businesses, and \$25 million toward investments in Massachusetts-based technology and sustainability-focused companies located outside Boston.

We also announced a new program in partnership with Dartmouth College and Stanford University aimed to help diverse businesses thrive and grow. The program will impact 175 businesses over the next five years through comprehensive education, business planning, and mentorship. Bringing together national leaders in diversity, academia, and financial services, the partnership is taking a holistic approach to address the most pressing issues facing underrepresented diverse businesses today.



## Black Wall Street Campaign

2021 marked the 100th anniversary of the Tulsa Race Massacre, in which rioters killed hundreds of people and decimated “Black Wall Street,” one of the wealthiest Black communities in the U.S. at the time. In remembrance of this event, MassMutual partnered with The New York Times to create a digital storefront for 100 Black-owned businesses to celebrate and support Black culture and entrepreneurship. Through this purpose-driven campaign, MassMutual and The New York Times transformed ads into acts of economic empowerment for Black-owned businesses. And it worked. This change drove 52,000 site visits to Black-owned businesses’ websites and 18 percent of businesses’ respondents reported tangible results.

An employer brand helps us tell a consistent story about what it means to work at MassMutual, helping us attract and retain the talent we need for the future. To develop this brand, we talked to the experts — our employees. Through surveys, interviews, and workshops, we engaged more than 2,000 people and heard what they like about working at MassMutual and where we can improve. The result is an employer brand that honestly represents who we are and who we aspire to be, which we can use to guide our conversations inside and outside the company.



## Caring for Employees

MassMutual has a collaborative, inclusive workforce, committed to doing what's right and supporting one another's success. As part of our commitment to continuously evolve our culture and invest in our employees, we are always exploring programs we know are meaningful to their personal and professional lives.

For example, we understand that carrying student debt can impact employees' overall financial, social, and emotional well-being, while also having a far-reaching effect on the economy. That's why we're introducing a new program that enables employees to convert up to five days of unused vacation time into either a payment toward student loan debt or a contribution to a 529 college savings account. This new offering is just the latest in a broad range of competitive and comprehensive benefits and programs that include generous and progressive caregiver, bereavement, maternity, and parental leaves; significant coverage for fertility and gender affirmation services in our health plan; adoption and surrogacy reimbursement; and other leading programs aimed at helping employees protect their well-being.

A key piece of what makes MassMutual a great place to work is the energy and enduring value of being together. Officially at two years of the COVID-19 pandemic, we hope to welcome employees back to the office, depending on their comfort levels and job roles. Our flexible workplace will continue to evolve as the pandemic shifts

and we learn what works best for our company and our teams, while keeping the health and well-being of our employees the utmost priority.

MassMutual deepened our commitment to employees' well-being amid the ongoing COVID-19 pandemic. We maintained our virtual approach for key well-being supports such as the Employee Assistance Program, health and nutritional coaching, and fitness and yoga classes. Throughout the year, employees and their families could access the support they needed from a mental health clinician to a pep talk from their registered dietitian in the privacy and comfort of their homes.

Understanding that overall wellness is attached to financial well-being, we expanded the Live Health/Live Well program to include financial wellness assessments. Employees and their spouses/domestic partners were encouraged to examine their financial health together and, upon completion, each earned \$100 toward their health savings accounts. MassMutual employees have benefited from free eMindful memberships since 2016. In 2021, we opened up the offering to their spouses/domestic partners.

**\$2,709,000**

earned through our "Live Healthy, Live Well" wellness incentive program

**75,000**

minutes of mindfulness practiced

**2,011**

Business Resource Group members participated

**6,000**

online mindfulness classes taken



# Making a Positive Impact: The MassMutual Foundation

The MassMutual Foundation is dedicated to activating connections and untapped opportunities within communities so that all families can build their financial capability and thrive. Through the Live Mutual Project, the Foundation's main strategic initiative, we are helping create vibrant, healthy neighborhoods and financially healthy futures for all Americans by fostering community connections and developing financial capabilities in Massachusetts and beyond.

We deliver on this commitment through targeted investments in our Live Mutual Project Communities, strategic alliances, and collaboration among local, regional, and national partners who share our vision and goals. Additionally, we offer proprietary national programs that reflect the vibrant spirit of the Live Mutual Project and contribute to its success.

## Addressing All Americans' Need for Social Capital

Research conducted by the Associated Press-National Opinion Research Center (AP-NORC), with support from the MassMutual Foundation and in partnership with the Impact Genome Project®, found that marginalized populations face more than financial barriers to high-paying jobs, healthcare, and financial stability. A high percentage of low-income Americans and marginalized groups also have limited or no personal networks to help them benefit from the nation's post-COVID-19 economic recovery.

Social capital, an individual's connectedness to other people, groups, and institutions, is known to have a direct relationship to economic mobility. This concept is foundational to the financial well-being of communities and their residents. It is also at the heart of the missions of both the MassMutual Foundation and the Live Mutual Project. In many of America's most economically challenged neighborhoods, pathways to social capital exist, but too often only reach a fraction of those they seek to serve. Differences in the size of trusted networks are further affected by income, race, ethnicity, and education. White, college-educated, and wealthier adults are more likely to have more people they can rely on for personal and professional support.

In 2021, the MassMutual Foundation and the Impact Genome Project® partnered to create a first-of-its-kind Social Capital Genome, a research platform using precision data to better understand what it takes to build social capital, and then design interventions that drive economic mobility and financial stability for people who lack it. With these insights in hand, a coalition of leading corporate philanthropies and other funders can make targeted investments in solutions that close that gap.



## The Four Critical Building Blocks of Social Capital

1

Having people across social and economic boundaries you can turn to when you need help

2

Being able to leverage your relationships with others to meet your personal and professional goals

3

Being able to navigate systems and institutions to meet your needs

4

Having opportunities to engage in your community and build social connections



### Targeting Investment to Power Change: King Boston

When investing in our communities, MassMutual and the MassMutual Foundation look for opportunities to engage residents with relationship-building opportunities that combine the power of community, its institutions, and the interconnections between them. As part of the grand opening of our new office at 10 Fan Pier, the MassMutual Foundation announced a \$1 million grant toward the creation of King Boston’s new Center for Economic Justice (CEJ) in Roxbury, Massachusetts. The CEJ will be the epicenter for research to support action-oriented solutions to end economic and social disparities and sustain a vital, prosperous region where justice and opportunity are accessible to all.

The CEJ will be a community base-builder and will partner with community organizations, higher educational institutions, and corporations to host speaker series and race and equity dialogues. We are honored to partner with King Boston to advance measurable economic justice for residents and introduce worldwide visitors to this aspect of Boston’s history.

### Expanding FutureSmart<sup>SM</sup> Financial Education

One of MassMutual’s core beliefs is that financial education is fundamental to achieving economic empowerment. Since 2015, the MassMutual Foundation has offered FutureSmart, a national digital education program that empowers middle

and high school students to effectively manage their finances, make sound decisions, and become financially responsible. Through storytelling and simulation, FutureSmart combines intangible skills with real-world context.

In 2020, a two-year efficacy study conducted by the Donahue Institute at the University of Massachusetts concluded that 90 percent of students taking FutureSmart experienced a significant increase in knowledge, regardless of their socioeconomic background. With strategic partner EVERFI — a leading provider of technology-based education platforms — we have reached three million students to date, with plans to reach another three million, for a total of nearly six million students by 2025.<sup>1</sup>

To build on the success of our FutureSmart program for students, we expanded the program in 2021 to include free digital financial literacy education for educators and families. Studies have shown that just 43 percent of parents describe themselves as “well prepared” for financial conversations and many Americans don’t learn about saving money until early adulthood.<sup>2</sup> Users can access supplemental resources in both English and Spanish through two new portals on the recently redesigned FutureSmart website. This includes a robust library of 30+ “micro-courses” that take an average of five minutes to complete. We hope to encourage all participants to manage their finances, make sound decisions, and chart their own course to personal financial well-being.

“

**As a teacher without a formal education in finance, the MassMutual Foundation teacher portal has empowered me to prepare my entrepreneurship students to make sound financial decisions when creating their own financial plans.**

Usha Iype | 8th grade entrepreneurship and STEM teacher | Wheaton, IL

<sup>1</sup><https://www.massmutual.com/about-us/news-and-press-releases/press-releases/2021/03/every-single-middle-school-student-can-benefit-from-financial-literacy-education-according-to-new-study>

<sup>2</sup><https://futuresmart.massmutual.com/en/families/>

# Board of Directors



## Roger W. Crandall

Chairman, President and Chief Executive Officer  
Massachusetts Mutual Life Insurance Company,  
Springfield, Massachusetts  
Board Committees: Executive (Chair), Investment  
and Technology and Governance



## Karen Bechtel

Managing Director, Retired  
The Carlyle Group, New York, New York  
Board Committees: Audit and Investment



## Mark T. Bertolini

Co-Chief Executive Officer  
Bridgewater Associates, Westport, Connecticut  
Former Chairman and Chief Executive Officer  
Aetna Inc., Hartford, Connecticut  
Board Committees: Executive, Human Resources  
(Chair) and Technology and Governance



## Kathleen A. Corbet

Founder and Principal  
Cross Ridge Capital, LLC,  
New Canaan, Connecticut  
Former President  
Standard & Poor's, New York, New York  
Board Committees: Executive, Investment (Chair)  
and Technology and Governance



## James H. DeGraffenreidt, Jr.

Chairman and Chief Executive Officer, Retired  
WGL Holdings, Inc., Washington, D.C.  
Board Committees: Audit and Human Resources



## Isabella D. Goren

Former Chief Financial Officer  
American Airlines, Inc. and AMR Corporation,  
Fort Worth, Texas  
Board Committees: Audit (Chair), Executive  
and Investment



## Bernard A. Harris, Jr., M.D., MBA, FACP

CEO and Managing Partner  
Vesalius Ventures, Inc., Houston, Texas  
Retired NASA Astronaut, Houston, Texas  
Board Committees: Audit and Investment



## Michelle K. Lee

Former Vice President  
Machine Learning Solutions Lab and Computer  
Vision, Amazon Web Services, Palo Alto, California  
Board Committees: Human Resources and  
Technology and Governance



## Jeffrey M. Leiden, M.D., Ph.D.

Executive Chairman, Former President and  
Chief Executive Officer  
Vertex Pharmaceuticals Incorporated,  
Boston, Massachusetts  
Board Committees: Executive, Human Resources  
and Technology and Governance (Chair)



## Laura J. Sen

Former Non-Executive Chairman and  
Former Chief Executive Officer  
BJ's Wholesale Club, Inc., Westborough, Massachusetts  
Board Committees: Human Resources and  
Technology and Governance



## William T. Spitz

Lead Director  
Massachusetts Mutual Life Insurance Company  
Springfield, Massachusetts  
Principal and Co-Founder  
Diversified Trust Company, Nashville, Tennessee  
Vice Chancellor for Investments Emeritus  
Vanderbilt University, Nashville, Tennessee  
Board Committees: Audit, Executive and Investment



## H. Todd Stitzer

Former Chief Executive Officer  
Cadbury PLC, London, United Kingdom  
Board Committees: Audit and Investment

# Executive Leadership

## **Roger W. Crandall**

Chairman, President and  
Chief Executive Officer

## **Susan Cicco**

Head of Human Resources  
and Employee Experience

## **Tim Corbett**

Chief Investment Officer

## **Geoffrey Craddock**

Chief Risk Officer

## **Michael Fanning**

Head of MassMutual U.S.

## **Pia Flanagan**

Chief Operating Officer of  
CEO Action for Racial Equity

## **Michael O'Connor**

General Counsel

## **Gareth Ross**

Head of Enterprise  
Technology and Experience

## **Elizabeth Ward**

Chief Financial Officer

# Subsidiary Leadership

## **Eddie Ahmed**

Chairman, CEO and President  
MassMutual International

## **Mike Freno**

Chairman, CEO and President  
Barings LLC

# Awards and Accolades

## World's Most Admired Companies

FORTUNE

## America's Best Employers for Diversity

FORBES

## Best Places to Work for LGBTQ Equality – Corporate Equality Index Score of 100%

HUMAN-RIGHTS CAMPAIGN

## Best Places to Work for Disability Inclusion – Disability Equality Index Score of 100%

DISABILITY-EQUALITY INDEX

## Military Friendly Employer

VICTORY MEDIA

## 2021 Top Places to Work in Massachusetts

THE BOSTON GLOBE

## 50 Companies with the Best Benefits in Boston 2021

BUILT IN BOSTON

## Best Places to Work 2021

BUILT IN BOSTON

Our ethical culture permeates every part of MassMutual. Everyone – from our Board of Directors to our managers, employees, and financial professionals – reflects our values, follows our corporate governance policies, and maintains trusting relationships with policyowners, customers, and communities.





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