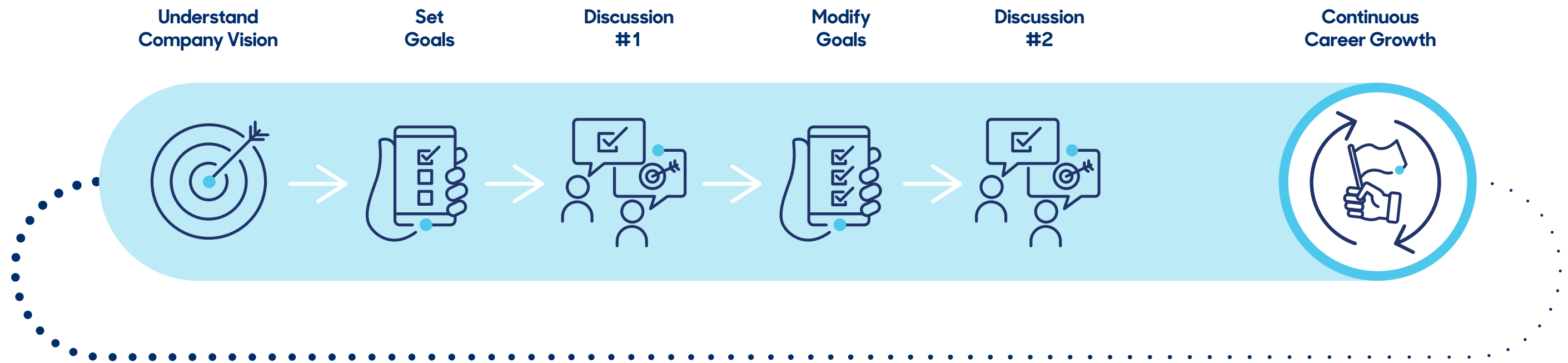


# Career growth at MassMutual®

We support you every step of the way – in your current role and beyond. After learning about our company vision, annually you'll set performance-based goals that align with our values. Then, you'll take part in ongoing discussions that help drive your development, provide recognition, and ensure continuous growth throughout your career.



# Empowering our employees: MassMutual's 3E Development Model

At MassMutual, development isn't just training – it's a combination of experience, exposure, and education. We begin with self-discovery to help our employees prioritize areas for growth and identify competencies to work on. Our MassMutual Competencies describe the broad knowledge, skills and behaviors we all need to succeed, such as agility, courage, and inclusion.



**Self-Discovery** > Reflecting on your progress toward previous goals is key to supporting growth and evaluating the priority competencies for your role.



## Structured Learning – Education

Virtual Instructor-led Training (VILT)

- Instructor-led Training (ILT)
- Self-paced Learning (via Degreed, Workday, MX)
- Educational Assistance

## Learning from Others – Exposure

- Job Shadowing
- Networking Events
- Industry Conferences/Seminars
- Representing Manager, Team, or Department
- Community Leadership
- Industry Meetings
- Mentoring Relationships (Mentee)

## Learning from Experience

- Special Project
- Stretch Assignment
- BRG Participation
- Cross Training/Job Rotation
- Cross Functional Committees
- Mentoring/Coaching Relationships (Mentor/Coach)