

# Top 401 Retirement Advisers

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## Change is in the air

**Inside** Pivotal legal decision and proposed new rule could transform the industry *Page 2*

### Inside

#### Americans have not saved enough

Nest eggs are inadequate, but is a crisis avoidable?

Page 3

#### Driving away the dabblers

Greater scrutiny may benefit those with specialist skills

Page 3

#### New savers hate big numbers

Daunting targets are off-putting for employees

Page 4



#### Meet the advisers

The ambitious entrepreneur defining her brand

Page 4



#### The elite professionals

A-Z of the FT's top advisers by state, plus methodology

Page 8

#### More on FT.com

Why low fees are not always a bargain  
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Top 401 Retirement Advisers

# Specialist skills count in a new era

**Outlook** Legal and regulatory changes will lead to a more demanding market for advice, writes *Loren Fox*

Americans have saved nearly \$7tn for retirement by investing in employer-sponsored defined contribution (DC) retirement programmes, such as 401(k) plans, according to data produced by the Investment Company Institute.

In US 401(k) pension programmes, a company may pay an amount of money into the plan that matches the amount that an employee pays into it – with tax advantages for both.

The plans are known as 401(k) after the clause in tax law which governs them. Under current tax laws, employees are not taxed on the money invested in their 401(k) – the money is only taxed once the pension saver draws down the funds. And in 401(k) plans, employees can choose from a range of funds available from the provider.

Plan advisers serve employers by explaining how these plans should be designed, and which dozen or so investment options should be offered out of thousands available.

In the past, advisers were a little-known but critical component of the US DC pension system, which is becoming the single biggest pool of retirement savings in the country. However, advisers are now being thrust centre stage as two developments are poised to transform this area of the retirement industry over the next few months. In this context, the Financial Times publishes the FT Top 401, its inaugural list of top DC plan advisers in the US.

The first change comes from the Department of Labor, which proposed rules in April that would, for the first time, require financial advisers to act solely in investors' best interests when advising on investment products for DC retirement accounts.

The proposal, spelt out over hundreds of pages, would require strict disclosures of how plan advisers are paid, including commissions and bonuses that may be tied to recommending specific products. The department estimates this new standard could save Americans \$17bn a year by reducing conflicted advice (See page 5).

The second change stemmed from the US Supreme Court. This month, the court unanimously ruled that Edison International violated its duty to employees by using higher-priced investments in its retirement plan when lower-priced versions of the identical investments were available. The ruling affirms that employers have a duty to monitor costs



continually, putting more pressure on the retirement plan advisers tasked with scrutinising such prices.

Together, these changes are likely to spur many less-committed financial advisers – those for whom offering advice to DC retirement plans is a sideline – to stop working with DC plans. More of the business will fall to specialist advisers, who often devote most or all of their practice to this complicated business.

The changes are also likely to accelerate other shifts already under way in the business, which are highlighted in this report. Plan advisers are likely to offer more services for employers seeking to outsource elements, such as taking complete responsibility for the investment menu (rather than just consulting on it).

Advisers are likely to become more involved in steering employees towards long-term planning. As employers grow increasingly worried that Americans are not saving enough for retirement, they are working with advisers to take action, such as automatically enrolling employees into DC plans (see Page 6).

These trends are reflected in our listings on pages 8 to 11, which offers a snapshot of the leading financial advisers who specialise in DC pension plans offered by corporate, non-profit and government employers.

We have produced a list of an elite group of advisers. The average professional in the FT Top 401 has been advising DC plans for 18 years and manages \$770m in assets. The methodology is explained fully on page 8.

These advisers saw their DC assets grow on average by 24 per cent over the year. Only part of that growth was because of rising markets, as the average FT Top 401 adviser also saw the number of DC plans they advise on rise 13 per cent in the year to 97.

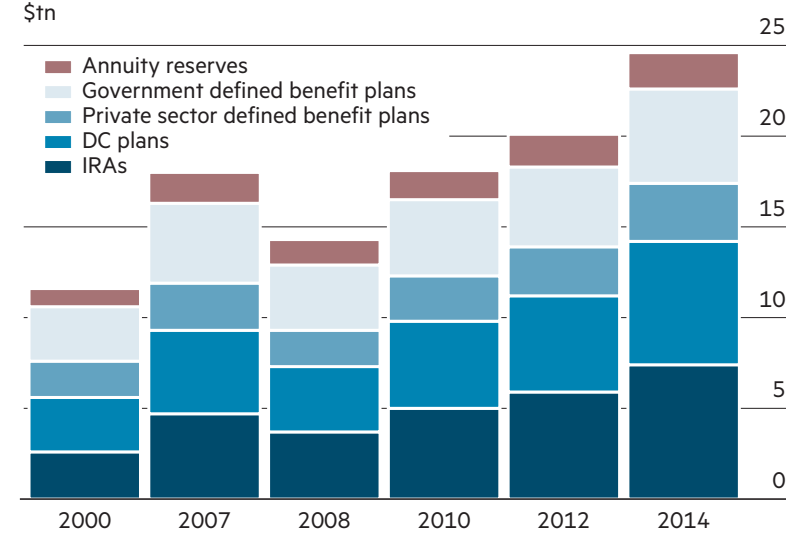
If intensified scrutiny and additional responsibility gradually concentrate more of the retirement plan advising business in the hands of specialists, the FT Top 401 advisers are likely to benefit (see Page 3).

That is because these advisers tend to be DC plan specialists: advisers in the FT Top 401 had on average 71 per cent of total client assets in the DC plans on which they advised. And for 17 per cent of the FT Top 401, DC plans represent their only business.

Advising DC pension plans is clearly complex, and is likely to grow more difficult as regulation increases.

The FT Top 401 list aims to provide a picture of leading plan advisers in a dynamic market on the cusp of change.

US total retirement market \$tn



Source: Investment Company Institute

More of the business will fall to specialist advisers'

Top 401 Retirement Advisers

# Inadequate nest eggs prompt fears of a crisis

**Savings**

Americans have not saved enough, but there is still time to act, says *Tom Stabile*

The numbers do not add up for millions of Americans nearing retirement. The amounts saved for their years after retirement are proving too small as the options shift from safety nets such as company pensions to self-administered accounts.

Surveys show that many people have only modest nest eggs when they come to retire.

The Federal Reserve's Survey of Consumer Finances shows that those aged 55 to 64 with retirement savings reported a median sum of \$103,200 in 2013. That could provide less than \$400 a month for retirees at today's longevity rates, according to *Falling Short*, by Charles Ellis, Alicia Munnell, and Andrew Eschtruth, a book published last year that considered the scale of the problem. The authors recommended that policy makers take action now.

A broader analysis by the Boston College Center for Retirement Research found more than half of working-age households will not have



Celebrations: on hold for many — Alamy

saved enough to maintain living standards.

To some the prospects seem dire. "It is a looming crisis," says David Marshall, a retirement plan adviser at Robert W Baird & Co in Portland, Oregon. "We want to make it an [important] topic, but not go into a panic."

Beyond those with small 401(k) or individual retirement account (IRA) balances are people with no formal savings, says Kristen Deevy, vice-president for retirement plans at CoBiz Financial.

"There's a huge group of small employers that don't offer plans because they can't take on the administrative

costs and fiduciary liability – and whose employees are not saving," she says.

But others say that if policy makers and employers continue their efforts to improve retirement schemes, a crisis can be averted. "We can continue to add to [the retirement plan model], to make it easier for employees to participate and expand coverage," says Kathleen Kelly, managing partner with Compass Financial Partners, an LPL Financial affiliate that advises on \$4.8bn in plan assets.

Despite the challenges, action can be taken to boost the savings of those heading into retirement, market

watchers say. One of the most important, says Catherine Collinson, president of the Transamerica Center for Retirement Studies, is changing Social Security, which latest estimates show will be depleted by 2033.

"Whether it involves raising taxes or reducing benefits or changing the retirement age, it's important to give workers as much time as possible to plan and adjust their expectations," she says.

Retirees who realise they have not saved enough are also pushing for change, Ms Collinson says. "People are planning to work longer," she says. "Baby boomers are changing things, but policies and employment practices haven't caught up yet."

Few employers help older staff to move into part-time or less demanding jobs, even though these veterans could train the next generation of workers, Ms Collinson says.

Another option could be to help small companies offer workers without plans the option of payroll-deducted IRAs, Ms Deevy says.

Policy makers are also opening the door for older workers and retirees to earn retirement income through

annuities and other guaranteed payout vehicles, Ms Kelly says.

Improvements could be introduced at the plan level. While many plan sponsors have auto-enrolled employees into defined contribution plans, the discussion has shifted to "auto-escalation" – increasing employees' contributions automatically, Mr Marshall says. "If we auto-enroll at 3 per cent, we find in many cases it will still be there 20 years later."

Auto-enrolling at higher rates or bumping up contributions by 1 per cent a year are among the options to bring employees closer to an optimal 10 per cent rate, Ms Deevy says.

Many employers are also considering better contribution matches – drives to enrol non-participating employees, Ms Kelly says.

Or, adds Mr Marshall, firms could offer incentives by highlighting how much they put into participants' pockets. "We have spent years focused on fear and guilt: 'You'd better save because Social Security is going broke' or 'Do you care about your family?'" he says.

"Maybe we're supposed to aim for a different emotion."

# Greater scrutiny may drive away the dabblers

**Regulation**

A proposal for tighter rules could benefit DC specialists, writes *Tom Modestino*

The choice of retirement plan adviser has long been a matter for companies, and unlikely to be of interest to most employees. But now, the advisers who provide guidance to defined contribution (DC) plans suddenly find themselves in the spotlight.

The reason? The US Department of Labor recently proposed rules that would redefine their duties. The proposal, championed by President Obama and with a good chance of becoming law, would add new responsibilities and disclosures aimed at strengthening protection for investors.

Plan advisers are a crucial part of the complex web of vendors, consultants, and

salespeople that maintain the nearly \$7tn in assets in the US's DC plan markets. These advisers help corporate, non-profit and government employers design and run DC retirement programmes for their employees.

Advisers ensure plans are priced fairly, follow best practice (such as automation features), and offer employees a vetted mix of investment funds. And the shifting regulatory landscape is likely to widen the appeal of plan advisers.

The DC plan system allows two models for advice. FT Top 401 Advisers typically act in the "best interest" of the retirement plan and its participants by providing unbiased advice. Other advisers provide guidance that is simply "not unsuitable" for their DC plan clients.

The proposed rules will require all advisers to be closer to the "best interest" standard already provided by FT Top 401 plan advisers.

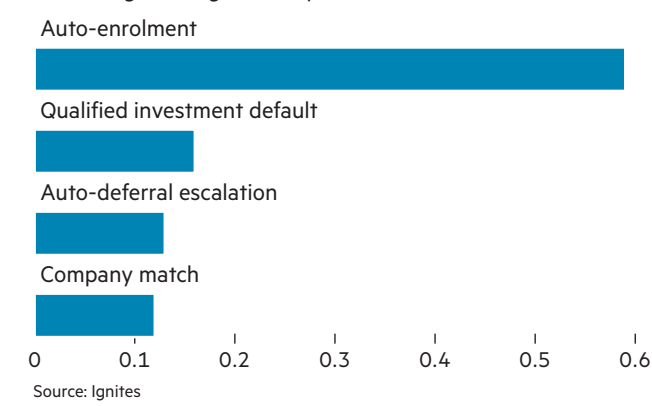
A lot of money is at stake. The Department of Labor has estimated that its proposed rules could save investors \$17bn a year by eliminating retirement advice given mainly to earn commission and win bonuses for the adviser. Most advisers to DC plans would have to follow the "best interest" standard.

The department's proposal has proven contentious. The rule would almost certainly drive away more of the advisers who dabble in the DC retirement plan business. That could further concentrate retirement plan guidance in the hands of several thousand advisers who have become DC plan specialists.

The industry has already moved away from the old model of the adviser who worked on a handful of DC plans alongside a core clientele of wealthy individuals. The average DC plan adviser in the FT Top 401 has more than 70 per cent of client assets in DC plans.

Fastest growing features of US plans

Percentage among 401(k) plan advisers in the FT list



Source: Ignites

That specialisation has served the DC plan market well. For many advisers, it takes a commitment to the market to master the Labor department, Internal Revenue Service and Securities and Exchange Commission rules that affect the running of DC plans. Specialist advisers simplify DC plan intricacies, which benefits employees.

Under the proposed rule, employers would rely more on advisers. And employers could scrutinise advisers more closely than they do already, particularly regarding fees and potential conflicts of interest. This scrutiny could help DC plan specialists, who mostly already work to the "best interest" standard.

Services offered by plan advisers are expanding, thanks largely to increasing concerns about regulation and lawsuits. Many employers entering into contracts with specialist plan advisers are taking legal responsibility for selecting, monitoring and replacing plan investment options, and are undertaking administrative tasks.

If the rules are introduced, they would shift DC plan advisers' duties towards more value-added services and oversight.

Ultimately, end-to-end servicing of DC retirement plan needs is the goal for advisers – and specialist plan advisers are well positioned for the future.

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## Top 401 Retirement Advisers

# Newcomers deterred by the big numbers

**Engagement** Savings targets can be daunting, so advisers should encourage workers to start with modest amounts, says *Joan Warner*

In a 2008 television commercial for ING, the bank, people carried big orange numbers representing how much money they would need to save for a comfortable retirement.

The advert echoed a best-selling book from 2006, *The Number* by Lee Eisenberg, which promised to help readers plan for long-term financial security.

But according to several members of the FT Top 401, when employees join their company's retirement savings plan a number is the last thing they need. That is because the amount people should save tends to be large and intimidating and is unlikely to prompt quick action.

"It's like trying to boil the ocean," says Joel Gershon, a Merrill Lynch adviser whose Chicago team manages \$1.3bn in assets, \$630m of it in defined contribution (DC) plans.

He and many of his peers believe plan members should focus on what they can do now in terms of saving income.

The most effective plans enrol employees automatically and default to an immediate 3 per cent contribution rate. While "that's not enough for anybody unless they're independently wealthy", says Mr Gershon, "it gets them started".

Then, in group meetings, he motivates plan participants with hypothetical examples of how much faster an account grows over time when the contribution rate rises.

Similarly, instead of frightening

employees with multimillion dollar savings goals, Blake Thibault and John Clark of Heffernan Financial Services talk about their "retirement pay cheque". Mr Clark says it is easier for people to think in terms of needing income of \$4,000 a month than to contemplate stashing away \$2m.

Still, he says, "we stress that incremental steps are OK". For example, the calculator may decree that a new employee needs to save 10 per cent of salary to meet retirement goals. "To someone [earning] a low wage, that's impossible," says Mr Clark, whose team manages \$1.6bn, all in DC plans.

His firm encourages participants to start small, maybe at 4 per cent, and to boost the contribution as they receive pay rises. Even for high earners, saving the target percentage right from the start is often unrealistic. "You can't go from 0 per cent to 10 per cent, no matter what your income level," says Mr Clark.

**Advisers make sure goals are not forgotten among short-term objectives'**

One challenge for advisers is creating interactive tools that inform and encourage rather than tyrannise plan participants. Many advisers combine proprietary software with tools provided by custodians.

To Troy Hammond, whose team at

Pensionmark Retirement Group manages \$7.46bn in tax-deferred contribution plans — 95 per cent of its total assets under management — the custodians' all-purpose grids are too generic.

The assumptions are the same for everybody. These tools "look at participants in a vacuum", Mr Hammond says.

In 2013, Pensionmark rolled out a digital portal that presents employees' financial resources in one place, including their cheque and credit-card accounts, and updates them in real time. The portal gives plan participants a picture of their spending patterns as well as their savings.

"A big part of how much you save is budgeting," says Mr Hammond. "Now we can have intelligent conversations that are more realistic."

Instead of benchmarking employees' account balances against some enormous number, his team can show them that saving \$50 a month on coffee can add an extra \$500 a month in retirement income.

Plan participants' savings goals change with their circumstances. Marrying, having children and divorcing should prompt a review of contribution rates, advisers say.

Many send out quarterly account statements to keep employees on track, but Merrill Lynch's Mr Gershon recommends participants have a yearly financial review.

He says: "If a wealthy uncle passes away and leaves you an inheritance, that should change how your plan is



Avoid going for broke: advice needs to match life phases — Dreamstime

driven — for instance, you can take on less equity risk than before."

Mr Thibault of Heffernan Financial says it would be ridiculous to expect a 20- or 30-year-old to care deeply about retirement, so his firm tries to customise its advice to match employees' life phases.

Younger participants often want guidance on debt management; new parents want to know how to make room for college tuition in their budget. An adviser's job is to make sure retirement goals are not forgotten or lost among shorter-term financial objectives.

Pensionmark uses social media and digital games in an effort to keep young people engaged with their retirement plan. They can earn points for using the financial portal, watching a video about diversification or boosting their savings rate.

Points are redeemable for retail products and services, and plan participants can compete against one another and against other Pensionmark clients.

"Meanwhile," says Mr Hammond, "they're saving more, getting more engaged and learning more" — and coming closer to their goal.

## Case study The ambitious adviser determined to define her brand

Persuading employers and employees to contribute to a 401(k) plan often leaves Courtenay Shipley feeling like a part-time lobbyist, writes **Emile Hallez**.

"You're trying to get employees to part with dollars from their pay-check. You have to do it in a way that is reflective of their values. You're always lobbying for more dollars."

Ms Shipley, 35, established Retirement Planology, her Alexandria, Virginia-based solo advisory practice, last year and created her own job title of "chief planologist".

After graduating with a bachelors degree in 2001 she has enjoyed a varied career. She started at Horace Mann, where she sold 403(b) plans — a defined contribution (DC) plan for public entities and non-profits — to state schools.

After stints at Prudential Securities and Principal Financial, she opened an independent practice in 2010. Two years later, she joined Fiducia Group as



**Going solo:**  
**Courtenay Shipley**

one of four principals. But she found she wanted to do things her way.

"I'm open to using Skype, and video conferences, and tools that make your practice less expensive and easier. I wanted freedom to define my brand."

Running a small business has made her sympathetic to the companies she serves.

"I have sat on all sides of the table," she says. "There is so much going on at any point in time — there are 1,000 priorities nipping at your heels . . . I have more patience for my [clients] now, knowing

the sheer volume of things that come across your desk."

Ms Shipley currently manages about \$100m of retirement plan assets among 16 employers and 2,800 participants, and she works primarily with smaller retirement plans.

The first question she asks 401(k) clients is whether they feel they have a duty to prepare employees for retirement — or if they are simply compelled to make a good plan available. The answer determines whether they should automatically enrol workers in the plan and

how they educate them about saving.

"If you have a lot of lower paid workers, [employers] are reluctant to [automatically] take 3 per cent out of those employees' pay-checks, because that can mean they can't afford day care."

One client, a construction company, opted to not enrol its workers automatically. Instead, Ms Shipley encouraged the company to offer high matching contributions and a short vesting schedule, which makes employees eligible for those contributions quickly.

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## Top 401 Retirement Advisers

## Employers help with budgeting skills

**At work** Companies are increasingly offering advice and training to staff, writes *Clare Trapasso*

Many US companies find it makes financial sense to teach staff how to budget, how to understand their defined contribution (DC) pension plans and to save for retirement.

Organisations such as Staples, Meredith Corp and Leviton Manufacturing offer an array of “financial wellness programmes” with an emphasis on managing money and understanding DC — and specifically 401(k) — plans.

Such programmes could soon become a standard part of benefit packages and could even be a boon for business. Workers free from money worries are less likely to suffer a financial emergency that forces them to miss work and are more productive, according to a 2014 Consumer Financial Protection Bureau report.

“Larger companies have realised it makes sense,” says Cynthia Meyer, resident financial planner at Financial Finesse, a California-based company that provides financial education services to businesses.

Almost three-quarters of businesses, including 90 per cent of big companies, which had more than \$100m in 401(k) plan assets said “financial wellness” would become a standard part of benefits packages in the future, according to a Bank of America Merrill Lynch survey of 1,020 companies. A quarter of plan sponsors have strategies to help staff improve their finances.



**Bite club:** the vampire-themed finance game created by Staples

### Game on Digital role-play boosts savings

Some employers are going to unusual lengths to persuade their employees to engage with their finances. In an effort to appeal to more staff members, Staples, the stationer, rolled out digital games — the vampire-themed *Bite Club* (above) in 2011 and *Farm Blitz* in 2014 — to encourage its employees to make better financial decisions.

In *Bite Club*, players must decide how to allocate the profits from a club for the undead: by paying off student loans; saving for retirement; or buying “bling” for the establishment.

Of the 7,500 players, 11 per cent went on to enrol in the company’s 401(k) programme, increased their plan contributions or learned more about what they were investing in, says the company.

*Farm Blitz*, which was formally launched in January, asks gamers to decide how much debt the virtual farm should take on. Players learn about such concepts as compound interest.

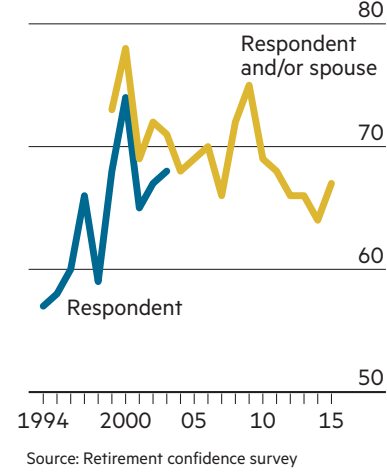
“One of the biggest causes of stress is financial stress,” says Dan Baker, vice-president of compensation and benefits at the office supply chain. “[We want to help] people feel less stressed, more healthy, more productive.”

The company practises auto-enrolment and auto-escalation of contributions in its 401(k) plan. If an employee contributes 6 per cent, it contributes an additional 3 per cent. But only about 20,000 of the company’s 32,000 eligible US employees use its 401(k) plan at any time.

CT

### Workers having saved money for retirement

Percentage of US population aged 25 or over



“They’re feeling an increased responsibility to not only offer the [retirement plan], but also to do everything possible to get people to use it,” says Kevin Crain, a senior relationship executive at Merrill Lynch.

As defined benefit pension plans — where employers guarantee workers a fixed sum on retirement — are phased out, 401(k) plans have become the main retirement savings schemes, says Mr Crain. But many workers are not contributing to them, so are missing out on company contributions to nest eggs.

Just 67 per cent of all workers and 78 per cent of full-time workers said they or their spouses had retirement savings, according to the Employee Benefit Research Institute’s 2015 Retirement Confidence survey.

“Many people who are close to retirement are not properly prepared,” says Patricia Wenzel, a Merrill Lynch financial adviser listed in the FT Top 401. Her Texas-based team at Heuer Wenzel & Associates

advises on about 50 401(k) plans and meets workers face-to-face to help them set up savings plans. The firm was overseeing more than \$3.2bn in assets as of March 31.

Other companies offer discounts on health insurance plans for workers who complete questionnaires about their spending and savings habits and attend financial education workshops. Workers who finish the programme at Meredith Corp, an Iowa-based media and marketing company, can choose from health care insurance plans with lower excesses — or deductibles — of \$750 or \$2,600. Those who do not are only offered a \$5,000 excess. About 98 per cent of Meredith’s 4,000 employees have finished the programme.

Employees at Leviton Manufacturing, which makes lighting products, offers its 2,200 US workers \$500 off their annual medical premiums after similar training. The company sends quarterly mailings to staff about money management, says Fran Ruderman, vice-president of human resources. Workers can also have free one-on-one meetings at work with financial advisers.

Those adviser appointments are important, says Brian Lampsa of the Chicago-based True North Retirement Partners of Raymond James. “Your auto-enrolment and your auto-escalation [where employees’ contributions are increased automatically] do a really good job on the margins of increasing the right behaviours,” says Mr Lampsa. “But nothing moves the dial like a one-on-one conversation.”

He also recommends companies increase their matching of 401(k) contributions.

“Cash bonuses get you short-term satisfaction. Increased retirement savings give you long-term employee satisfaction,” he says.

### Case study The adviser who believes retirement plans should be about retaining and rewarding staff

The “sweet spot” for Jason Chepenik’s Orlando-based adviser business is small to mid-sized 401(k) plans — those with between \$5m and \$50m in total assets, writes **Emile Hallez**.

This is a unique market, he says. A mid-sized company’s \$10m plan is large by Orlando’s standards, but the companies that run them often have minimal resources.

“I like taking complicated subject matter and boiling it down to something easy. I’m good at it,” Mr Chepenik says.

“[Clients with] really small plans are difficult to work

with, because they don’t have human resources departments. [Clients with] really large plans sometimes believe they know what they’re doing more than I do.”

Mr Chepenik began his career about 20 years ago as an adviser for Legg Mason, a global fund manager.

His father, Barney, founded his own employee benefits consulting firm in 1973, when the company focused more on health plans.

His father took him on as a partner about 15 years ago, marking the company’s shift towards the retirement plan

business. The younger Mr Chepenik managed about \$20m in retirement plan client assets at the time, while his father managed about \$30m. Today, Chepenik Financial has about \$1bn in defined contribution assets in more than 75 plans and with about 35,000 participants.

Mr Chepenik has three rules when accepting clients: companies must have a commitment from leaders that the plan is important to them. They must be engaged in the decision-making process. And they must be willing to consider new ideas.

“I’m not there to repeat what someone did 10 years ago,” he says. “[Clients] often don’t know how to measure the success of their plan . . . Just because you have \$20m in your plan doesn’t mean your plan is good or bad.”

During initial talks about a company’s benefit structure, plan sponsors often cite health insurance as the most attractive benefit.

But the ability of retirement plans to attract, retain and reward employees should also be emphasised, Mr Chepenik says.

**Jason Chepenik: making difficult subjects easy to understand**



To explain the necessity of retirement savings to 401(k) participants, he says he uses entertaining phrases that tie in with each business. One client is a gun manufacturer. “I can go to them and say, ‘Are you on target?’”

More important is ensuring the plan is working properly for its members.

“I am that middle ground between an entire life of working and this dream [of retirement] in their head.”



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