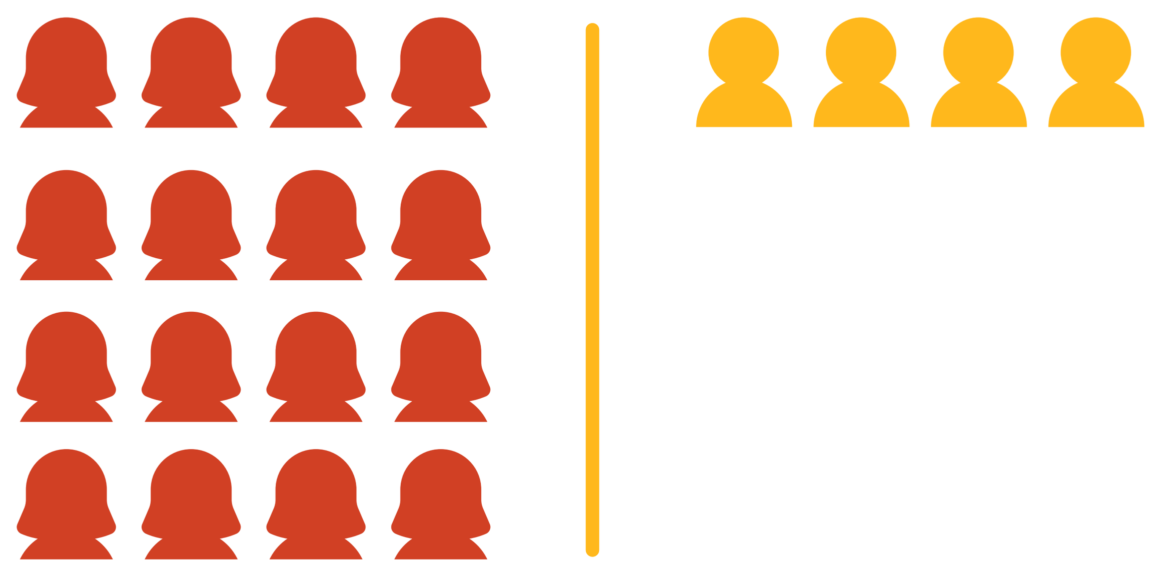
PRIORITIZING DIVERSITY

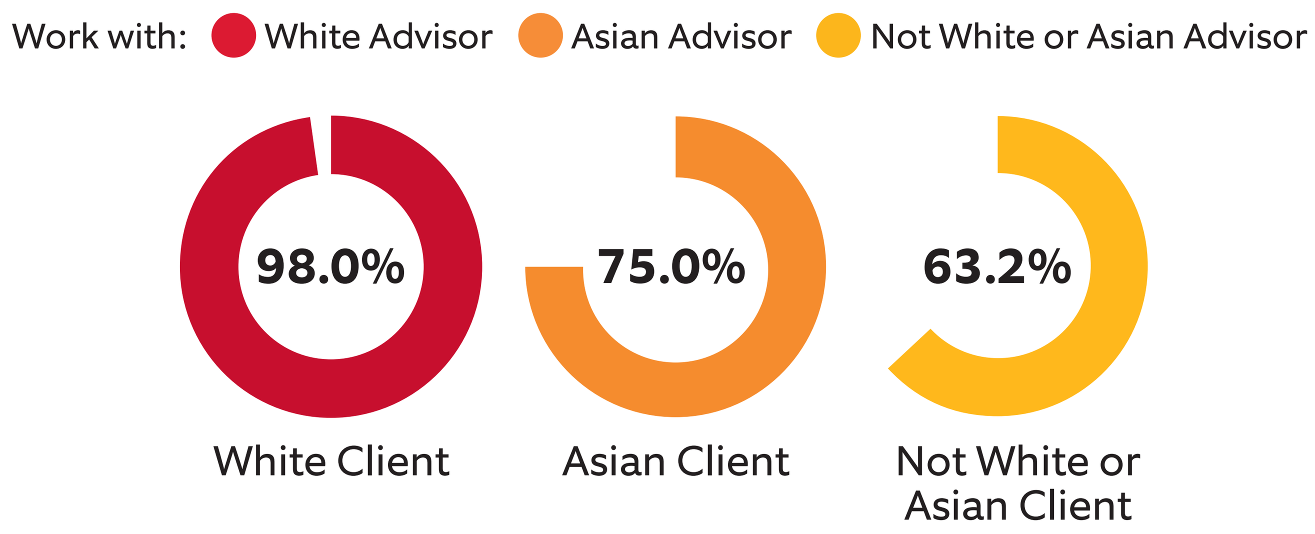
America is becoming more diverse.
And the **FlexShares *Advisor Teams and Diversity Study*** finds that advisory firms that cultivate diversity may be better positioned to service the clients of today and the future.

Investors tend to choose advisors like them

4x Women in the FlexShares study are four times more likely than men to work with a female advisor.



And investors in the FlexShares study overwhelmingly want to work with advisors of a similar race or ethnicity.



How to recruit more effectively

However big your firm, these six practical tips can help you add diversity to your team.

1 **Develop a diversity recruitment plan.** For starters, look outside your personal networks. Then detail how you'll involve current team members, hold yourselves accountable and measure success.

2 **Build relationships with groups committed to diversity,** including degree programs at diverse colleges and professional associations for advisors of color and women.

3 **Use inclusive language in job postings.** Avoid gender-coded terms like *analytical, superior* or *rock star.* Limit job requirements to the essentials.

4 **Offer flexible work hours and locations.** Younger people and those with family responsibilities may prize flexibility.

5 **Make opportunities for advancement clear to new hires.** Develop milestones that signal progress and contribution to the firm's success—some of which don't have to be tied to compensation or titles.

6 **Institute diversity, equity and inclusion training.** This can help teams better understand their cultural differences and look for commonalities that can help build stronger relationships.

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IMPORTANT INFORMATION

Before investing, carefully consider the FlexShares investment objectives, risks, charges and expenses. This and other information is in the prospectus and a summary prospectus, copies of which may be obtained by visiting www.flexshares.com. Read the prospectus carefully before you invest.

Foreside Fund Services, LLC, distributor.

Please remember that all investments carry some level of risk, including the potential loss of principal invested. They do not typically grow at an even rate of return and may experience negative growth. As with any type of portfolio structuring, attempting to reduce risk and increase return could, at certain times, unintentionally reduce returns.

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